

a Chilton publication

November 1961

THE AUTHORITY ON PHYSICAL DISTRIBUTION

DISTRIBUTION AGE

TRANSPORTATION • WAREHOUSING • CONTAINERIZATION • MATERIALS HANDLING



NEW FRONTIERS IN DISTRIBUTION

BY LUTHER H. HODGES . . . PAGE 47



MOTO-TRUC

offers 3 different narrow aisle stackers ... walkie or rider

Which one does your stacking job best?

1. Outrigger type safely stacks heavy loads ceiling high from narrow, 6' aisles.
2. X-Tend-R combines fork-truck flexibility with space-saving features of outrigger unit.
3. Side-loader moves long loads like carpets, pipe, bar stock lengthwise down narrow aisle

only 24" wider than truck and load . . . stacks sideways.

There's a just-right Moto-Truck walkie or rider for your volume stacking operation. Initial cost is low . . . so is maintenance. And they're dependable and ruggedly built for years of economical service. See your Moto-Truc man.



The **MOTO-TRUC** Company
12407 TAFT AVENUE • CLEVELAND, OHIO

GET IT THERE SAME DAY!



Got a shipment going hundreds of miles? Get it out by 9 A.M.... it arrives the same day! Got a shipment going about 50 miles? Ship it out around 9 A.M.... it's there by noon!

Whatever the destination of your shipment, chances are, a Greyhound is going there anyway... *right to the center of town*. Greyhound travels *over a million miles a day!* No other public transportation goes to so many places—so often.

You can ship anytime. Your packages go on regular Greyhound passenger buses. Greyhound Package Express operates twenty-four hours a day... seven days a week... *including weekends and holidays*. What's more, you can send C.O.D., Collect, Prepaid... or open a charge account.

**CALL YOUR LOCAL GREYHOUND
BUS TERMINAL TODAY...OR MAIL
THIS CONVENIENT COUPON TO:**

**GREYHOUND PACKAGE EXPRESS
Dept. L4, 140 Dearborn St., Chicago 3, Illinois**

Gentlemen: Please send us complete information on Greyhound Package Express service... including rates and routes. We understand that our company assumes no cost or obligation.

NAME _____ TITLE _____

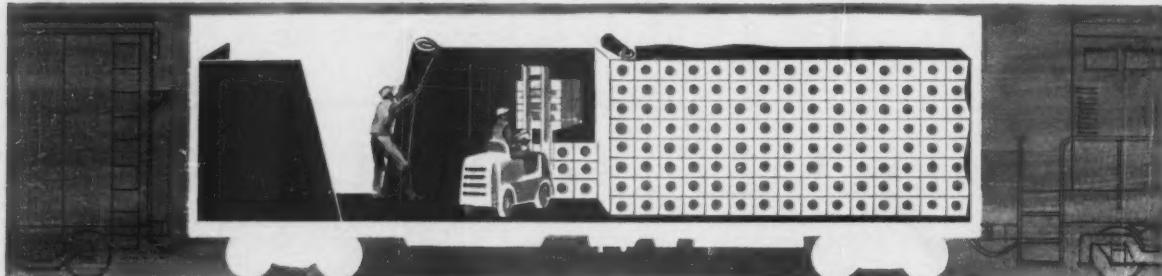
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ADDRESS _____ PHONE _____

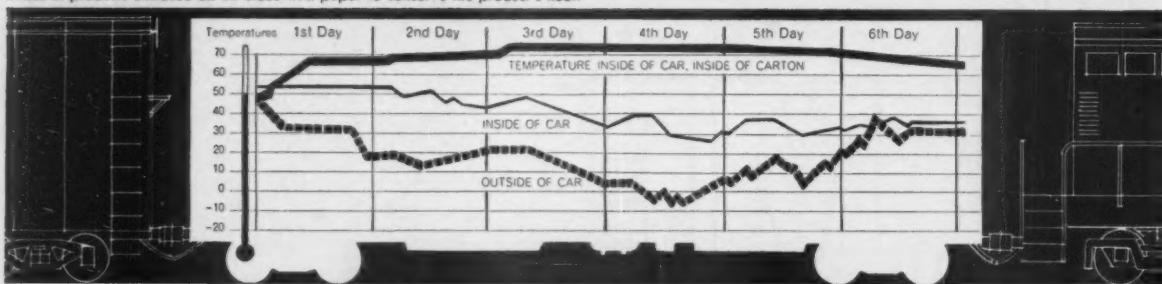
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IT'S THERE IN HOURS... AND COSTS YOU LESS!

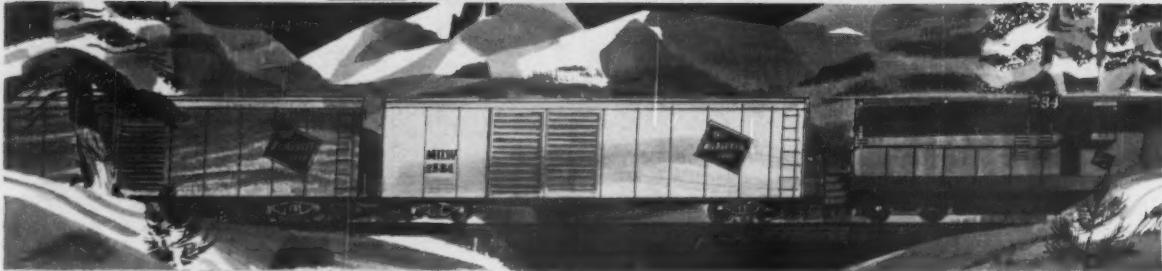
Products' "body heat" is new clue to heaterless cold-weather shipping!



Cases of products enclosed on all sides with paper to conserve the product's heat.



Typical shipment shows constant temperature inside cases, regardless of drop to +30° F. in car and -8° F. outside.



Snow and subzero temperatures had no apparent effect on shipment till the fifth day.

AN EXCITING DEVELOPMENT BY OUR
CREATIVE CREWS



The idea is almost as simple as placing a napkin over a plate of hot rolls.

Yet it will provide tremendous savings for shippers of many products liable to damage from extreme cold weather. Nearly everyone now using alcohol or charcoal heaters (at \$14 or more per car!) to ship commodities in winter will welcome this news.

The idea grew out of test shipments prepared for Midwest manufacturers by our Creative Crews. Cases of temperature-sensitive perishable products, with a body heat approximating 70° F., were placed in an insulated freight car without heaters. They were covered with paper to prevent circulation of air around the cases. In some instances, the carton itself conserves the heat *without paper*. The products retained their



full latent heat for 4 days, though the temperature outside the car ranged from 32° F. to -8° F.

With today's fast freight schedules, four days is a long haul. You can see that this new method means a saving on heaters. It also means *rate-savings* that come with the use of larger, bigger-volume insulated cars. For example, in the test one manufacturer saved a total of \$100 per car through combined rate-savings and heater economies!

We are now arranging test shipments for this fall and winter. If you would like to see whether your product's latent heat can be turned into big savings, *write, phone or wire* now to: **Walter W. Kremer, Vice-President—Traffic, The Milwaukee Road, Rm. 774, Union Station Bldg., Chicago 6, Illinois. PHONE: 236-7600.**

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THE AUTHORITY ON PHYSICAL DISTRIBUTION

DISTRIBUTION AGE

TRANSPORTATION • WAREHOUSING • CONTAINERIZATION • MATERIALS HANDLING

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Containers filled with sand are hoisted from gondola car. Each container carries 12,000 pounds of sand in its 145 cubic feet. Gondolas can carry 10 containers. Maximum sand load is 125,000 pounds compared to usual boxcar limit of 100,000 pounds.

This is the way to run a railroad .



Round-trip container idea saves this shipper more than

\$35,000

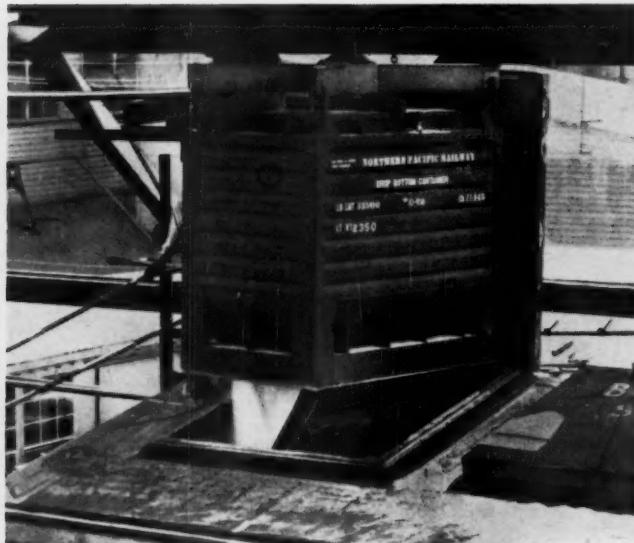
a year...

As told by NP's E. E. Chapman



E. E. Chapman is typical of the Northern Pacific traffic personnel whose job it is to speed your shipment, protect it enroute, and save you money wherever possible. Want an NP representative to discuss your shipping problems? Call the NP representative nearest you.

Sand flows into bin through drop bottom on container. Over the former boxcar shipments, this method saves shovelling, saves scooping, stops sand spilling.



"Boxcars of industrial sand can be stinkers to unload. NP was handling sand from Ottawa, Illinois to the Esco Corporation in Portland, Oregon. Normally, all the railway is required to do is get the cars onto a siding for unloading. But we at NP feel our service should go further. So Esco Corporation General Traffic Manager George Foley and I got our heads together on this sand problem."

"Armed with facts and ideas, I went back to our NP office. We went to work and obtained specially-designed drop bottom steel containers that fit 10 to a standard gondola car. Now the containers are placed in gondolas, filled with sand and shipped to Portland. There they are crane-hoisted to hoppers where the contents are dumped. This new system cuts man-hours, cuts spillage, cuts contamination that made the sand useless."

"This idea led to an even better one. Esco backhauls materials, so we suggested they ship the goods in the containers that used to make the return trip empty. It worked out just great. The Esco people figure this 'round-trip' idea saves them more than \$35,000.00 each year. This is the way we at NP like to keep our shippers happy."

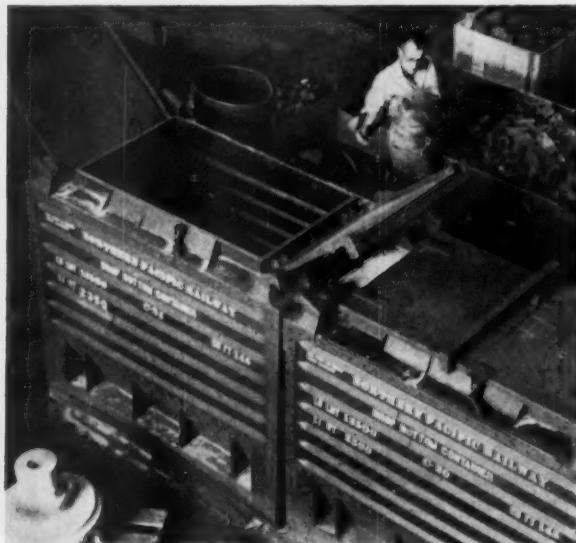
This is the way we run ...

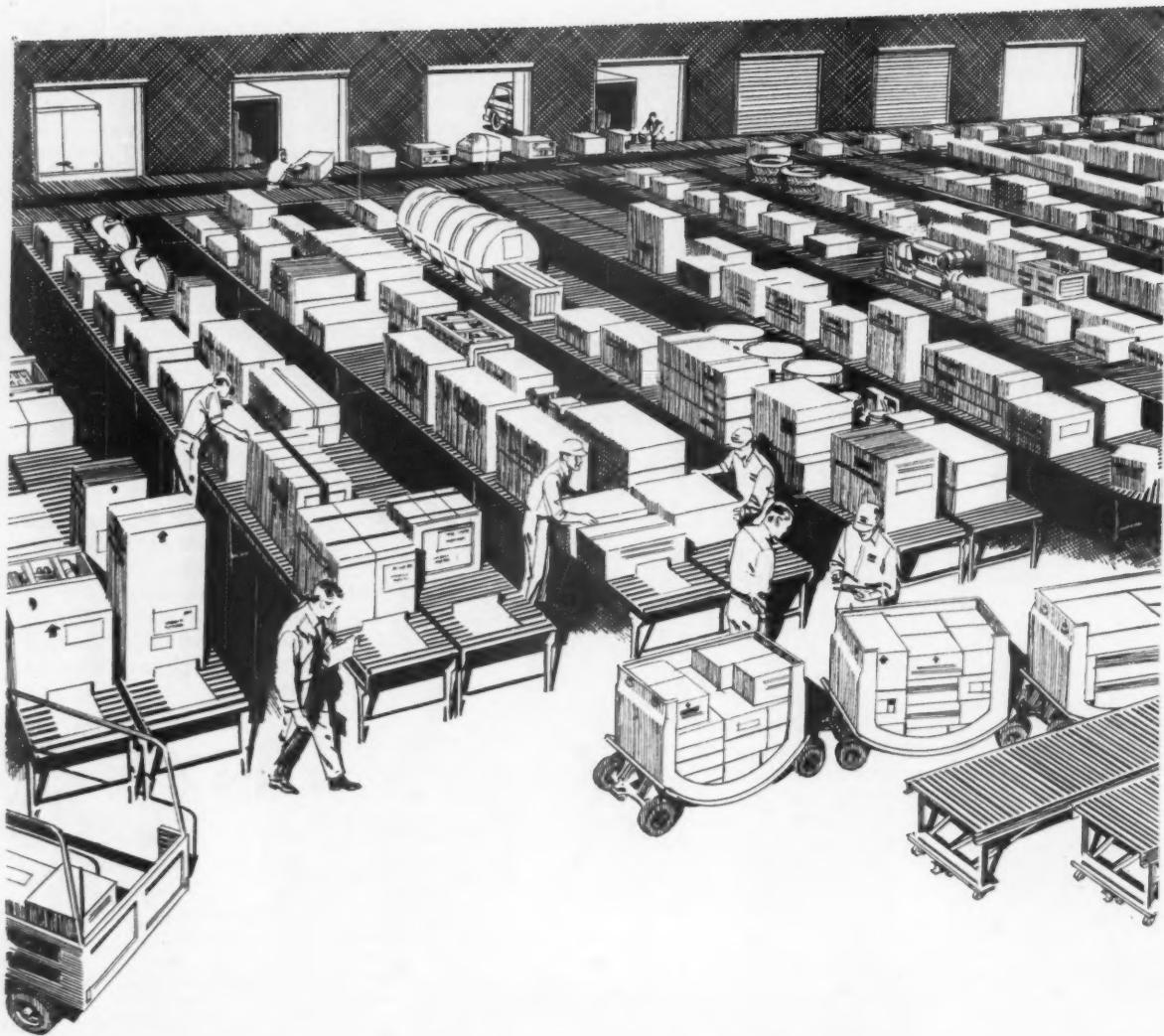
**NORTHERN
PACIFIC
RAILWAY**

CHICAGO • TWIN CITIES • TACOMA
PORTLAND • SPOKANE • SEATTLE



Esco's products go into containers at Portland. The products formerly were shipped loose in gondolas. This idea saves unloading time of 30 to 40 man-hours per car.





NEW UNITED FREIGHT TERMINALS LIKE THIS PUT GROUND HANDLING TIME AND JET SPEED IN LINE

United's new mechanized freight terminal at San Francisco International Airport . . . the nation's most modern air freight facility . . . cuts ground handling time by 40%.

It's one of the first of a network of terminals United is constructing across the country, to keep your shipments moving fast . . . to make handling speed on the ground consistent with jet speed in

the air. This is typical of the *Extra Care* service you receive all along the way on United Air Lines.

United Air Lines, with the world's largest jet fleet, serves 116 cities coast to coast, border to border and in Hawaii.

To give your next shipment jet-age handling, call your Freight Forwarder, or your nearest United Air Lines Office.

WORLD'S LARGEST JET FLEET **UNITED** THE EXTRA CARE AIRLINE

CHUTING THE NEWS

National Defense Transportation Group Discusses Problems Which Would Hamper Carriers in Emergencies

The problems which face carriers of all types and the effect of these problems on defense transportation efficiency were the main topics under discussion at the 16th Annual Transportation and Logistics Forum of the National Defense Transportation Association, at Denver, Colo.

At the meeting, both military and industry members were told about new methods of global defense, Soviet military and economic might, and practical problems of space transportation in the future.

William B. Johnson, president of REA Express, was elected national president for the coming year. In his acceptance speech, Johnson called for a prompt inventory of civil transport ability and of expert personnel, preservation and strengthening of private common carriage, elimination of internal dissensions, and maintenance of NDTA's communications system.

Maj. Gen. E. C. R. Lasher, former president of NDTA, urged all members to stand behind the letter which was sent to Secretary of Commerce Hodges requesting immediate undertaking of the proposed transportation census.

Atlas Van Lines Agents to Meet

The results of a nationwide study of van line operating procedures will be presented at the Annual Atlas Van Lines Convention in Chicago, Nov. 16-18. The study, made by the National Furniture Warehousemen's Association, will be presented by the association's director, Don R. Markham. Among the opening day speakers will be James Werner, district director of the Interstate Commerce Commission.

NITLeague Annual Meeting

The Annual Meeting of the National Industrial Traffic League will be held November 16-17. Headquarters for this year's meeting will be the Denver Hilton Hotel in Denver, Colo. For two days prior to the Annual Meeting, the executive committee will meet.

National Roadeo Champion



Arnold C. Alcorn, a driver for Standard Oil Division of American Oil Co., is shown riding to the winner's circle to receive congratulations for placing first in the five axle tractor semi-trailer division at the ATA National Truck Roadeo in Detroit

USCofC Transportation and Communication Committee Formed

The United States Chamber of Commerce has announced that appointments to the Transportation and Communication Committee have been completed. The announcement was made by Richard Wagner, National Chamber president.

The 53 member committee is headed by Walter F. Carey, president, Automobile Carriers, Inc., Birmingham, Mich.

Every mode of transportation and communication is represented by the membership of the committee, who will study major issues affecting the industry. Preparation of legislation is included in the duties of the committee.

Dual-Rate Bill Compromise Goes to President for Signature

A bill to make dual-rate systems for steamship conferences legal has gone to the President for signing.

After passage of a bill to extend the protection of present dual-rate systems, House and Senate conferees worked out a compromise version of the bill, H.R. 6775.

In adjusting the bill for compromise, the conferees voted against the House version of one point which said in part that the dual rate systems must not cause the exclusion of other carriers from the trade.

Also deleted were the anti-trust measures that were strongly suggested by Attorney General Robert Kennedy and Senator Estes Kefauver (D., Tenn.).

(Please Turn Page)

Chuting the News . . .

(Continued from Preceding Page)

Commerce Secretary, Preparing Report to President On Transportation, Hears Suggestions of Industry

Commerce Department officials are drafting a series of messages for President Kennedy to send to Congress next year proposing solutions to the transportation problem.

Secretary Hodges says there will be "quite a number" of messages touching on various aspects of the problem.

Suggestions for curing the industry's ills varied widely. They were presented orally at a meeting with the secretary of commerce and in written reports submitted at the secretary's request. Both shippers and carriers presented their views.

Speaking for shippers, The National Industrial Traffic League, represented by President Richard M. Boyd made 11 suggestions.

NITLeague asked that the "National Transportation Policy be restated to eliminate the reference to destructive competition, to include domestic air transportation, and to make clear that the policy is a guide and does not confer any authority on the Commission which is not contained in the substantive provisions of the statute."

George P. Baker, president of the Transportation Association of America, raised the question "Why wait until next January to begin solving the serious transportation crisis now burdening the nation when action can be taken immediately?"

As an example of action which could be taken now he mentioned reducing the depreciation period on transportation equipment. Other suggestions included repeal of the passenger excise tax, encouragement of mergers, forced government use of regulated carriers, and repeal of Section 22.

Railroads asked for more rate freedom, user charges, tax breaks, common ownership, and clamping down on "gray area" trucking.

Truckers want "gray area" trucking stopped, destructive rate-making among regulated carriers stopped, and more "modern" size and weight standards. They oppose common ownership by railroads.

Movers Petition U. S. Court to Set Aside HHG Interpretation

Four movers associations and nine individual companies jointly petitioned the U. S. District Court at Los Angeles to set aside the ICC order of June 19, 1961, containing new interpretations of household goods.

The plaintiffs contend that the definition of household goods in Rule 1, Ex Parte MC-19 in 1939 is now an inherent part of certificates of convenience and necessity and that enforcement of the new rule would tend to revoke in part the operating rights of household goods carriers.

The ICC has, until further order, postponed the effective date of the order containing the new interpretations.

State Highway-User Imposts Yield 5.3 Billion For Repairs

Of the 5.3 billion dollars collected from fuel taxes, registrations and other imposts, 3.4 billion went for state highway building and improvement and 1.3 billion went for improvement of roads and streets. This information was gathered by the Bureau of Public Roads from reports sent by the 50 states and the District of Columbia.

The total of 4.7 billion was 6.8 per cent higher than the 4.4 billion collected in 1959. After subtracting the costs of administration and collection of highway imposts, 5.1 billion was left for distribution to the states.

Becker New Warehouse Executive

Henry H. Becker has been appointed executive vice president and western manager of the American Chain of Warehouses, Inc. He succeeds John W. Terreforte of New York, recently deceased. Becker has served as western manager for the past 12 years and will continue in that post.

Packaging Machinery Show

The Packaging Machinery Manufacturers Institute will hold its 1961 show at Cobo Hall in Detroit, Nov. 7-10. There will be over 220 exhibitors of highly technical packaging machinery and related materials showing their products in 100,000 sq ft of floor space.

Air Freight Forwarder Issues New Tariff, Weight Breaks

Air Express International Corp. has issued a tariff with over 100,000 through air freight rates which cover many markets throughout the world.

The new tariff, with nine weight breaks instead of the seven used by airlines, will enable the shipper to save up to 70 per cent. Also, the services formerly provided by AEI under old tariffs will still be offered. These include Golden Rocket Service for coordinated air-ground delivery and POE (Purchase Orders Expedited) for foreign representation of American importers at no charge.

NDTA Award To Morris Forgash

Morris Forgash, chairman of the board and president of United States Freight Co., was awarded the 12th Annual National Transportation Award of the National Defense Transportation Association. Forgash was honored for his work toward making the concept of a universal cargo container a reality. The award was presented at the Association's 16th Annual Transportation and Logistics Forum in Denver, Colo.

Port Meeting Yields Valuable Information for Operators

The Golden Anniversary Convention of the American Association of Port Authorities, held at Long Beach, Calif., provided 500 attending port experts with an opportunity to gather information for port improvement.

The week-long meeting was highlighted by panel discussions and guest speakers. "Planning and Financing Port Facilities," "Labor-Management Relations and Their Effect on Domestic and Foreign Trade," "The Application of Electronic Data Processing to Port Accounting," were the titles of some of the panel discussions.

During the labor-management discussion, panel member Harry Bridges, president of the International Longshoremen's and Warehousemen's Union, called for nationwide bargaining and simultaneous expiration of contracts. He said, "It is nonsense for unions to bargain weeks and months apart." Others on this panel were Thomas Gleason, general organizer of the International Longshoremen's Association; Alexander P. Chopin, chairman of the New York Shipping Association; James Robertson, secretary and assistant to the president of the Pacific Maritime Association.

Members were told about developments in navigation, port sales programs, port maintenance, port defense, and Soviet "economic warfare." Also presented were world trade discussions involving Britain, Japan, and South America.

Rail Safety Awards Presented

The E. H. Harriman Memorial Awards, given each year to the railroads which have the best safety records, were presented recently at a dinner at the Hotel Roosevelt in New York. The railroads receiving gold medals for the best over-all safety records during 1960 were: Union Pacific Railroad, representing large lines; Central of Georgia Railway, representing medium lines; Duluth, Missabe and Iron Range Railway, representing smaller lines.

News Briefs

The Material Handling Institute's Southwest Show will be held from Nov. 14-16, 1962, in Dallas, Texas. Accompanying the exhibits will be technical conferences.

Canadair has announced an increase in the gross take-off weight of the Canadair Forty Four. The still-air range with 63,900 lb payload has been increased to 3250 statute miles, and the full-fuel payload has been raised to 37,300 lb at a range of 5660 statute miles.

A new terminal building has been purchased by Consolidated Freightways at Newark, N. J. It has 29 loading bays and offices for sales and office personnel.

Delta Air Lines has requested approval from the CAB to start door-to-door air-freight rates. Typical rates quoted by John Pogue, manager of Delta Cargo, were Atlanta-Chicago \$4.95 per 100 lb; Chicago-Miami \$8.90; New Orleans-Chicago \$6.30; and Detroit-Houston \$8.25.

John G. L. Crain and Associates is expanding its warehouse representation division adding new warehouses into the group. Plans call for increasing the number to 60.

Red Ball Motor Freight and American Airlines have entered an agreement to start a new service. It combines the regular pickup and highway movement of freight by Red Ball to and from Dallas, Texas, and to and from any of the large cities served by American Airlines. Only one bill of lading is required for the combined new service.

Trailer Charge Outlawed

Governor Kerner of Illinois has signed into law a measure designed to block any extra payment to the Teamsters' Union for handling trailers moving in piggy-back service. The law, an amendment to the Illinois carriers of property act, voids agreements under which a carrier or shipper would pay any charge beyond the direct transportation costs of a motor vehicle or container.

Port Association Officers



New officers of the California Association of Port Authorities were elected at the recent Annual Meeting. They are (l. to r.) Rae F. Watts, Port of San Francisco, president; Warren Lawrence, Port Hueneme, vice president; S. J. Meyer, Parr-Richmond, treasurer; Don Taggart, San Francisco, secretary

Packaging Engineers Group Holds Officer Installation

The National Institute of Packaging, Handling and Logistic Engineers installed new officers at a recent meeting.

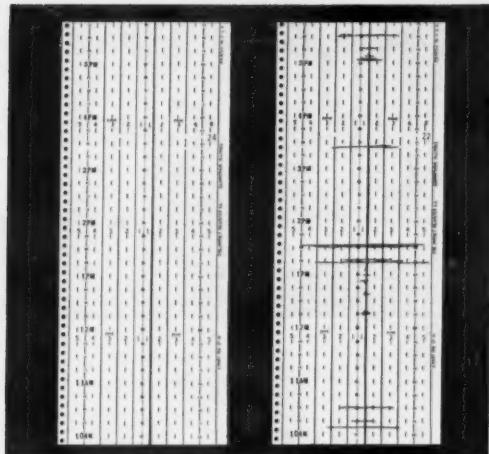
They are: H. M. Lapidus, Navy Bureau of Supplies and Accounts, president; R. A. Norris, Armed Forces Supply Support Center, vice president of packaging; Jackson B. Weaver, Packaging and Converting Co., Inc., vice president of handling; Charles A. Lewis, Business and Defense Services Administration, vice president of logistics; Paul M. Zerr, Reed Research Inc., recording secretary; Howard R. Hudson, National Wooden Box Association, corresponding secretary; John P. Martin, Navy Bureau of Supplies and Accounts, treasurer.

Trucking Industry Prepares For Emergency Transport

Truck lines throughout the nation are cooperating with the Military Traffic Management Agency to insure adequate transportation facilities in the event of a national emergency. Hall's Motor Transit Co., in Sunbury, Pa., has been selected as the pilot carrier for the Eastern Traffic Region of MTMA to carry out a program of instruction. The program includes personal survival and passive defense.

(Please Turn to Page 33)

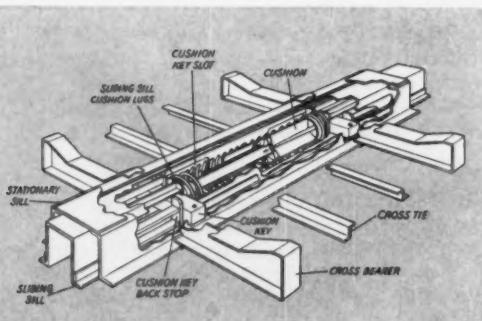




Impacts up to 12 MPH with no damage . . . The impact tape on the right was taken from a recorder mounted on the sliding center sill to document the full force of coupler impacts. It reported many, two of which were in Zone 5. However, the tape on the left, taken from a similar recorder mounted inside the car, shows the lading enjoyed an impact-free trip. The reason: Long travel Hydroframe-60 units absorb and drain off the forces of heavy impacts . . . never let them reach the load to cause damage. Only *long travel cushioning*, the type provided by the P-S Hydroframe-60, can give this degree of protection.



Chef Boy-Ar-Dee® products arrive ready for the shelves



Cut-away view of the Hydroframe-60 Underframe . . . The secret to the spectacular results which are obtained with the Hydroframe-60 Underframe is found in the cushioning mechanism which provides 30 inches of cushion travel in each direction upon impact.

Hydroframe-60 Underframe now broadly protected by U. S. Patent No. 3003436.

Not a damaged carton or a crushed or dented case could be found in this entire carload thanks to P-S Hydroframe-60 protection. The reason: The long, smooth, *thirty* inches of hydraulic cushion travel built into the underframe of the Pullman-Standard Hydroframe-60 Box Car absorbs impacts . . . never lets damage-causing shocks and forces reach the lading. Result: no returns, no claims, no damaged merchandise or replacement shipments with time and profit consuming delays.

Take this trial shipment for example. A Hydroframe-60 demonstrator car was loaded at the American Home Foods plant in Milton, Pa., with a mixed load of Chef Boy-Ar-Dee canned ravioli, pizza sauce and spaghetti sauce and consigned to a Lawrence, Mass. warehouse. After traveling 530 miles over four roads, the 69,100 pound load arrived in claim-free condition, withstanding impacts up to 10 and 12 mph enroute.

Results like this are also being recorded daily in shipments of other commodities such as appliances, double stacked rolls of newsprint, glass, tin plate and many more damage susceptible products. With over 400 P-S Hydroframe-60 Box Cars now in service, shippers can enjoy new dependability and a new damage-free way of getting their products to market. For information on these cars and a brochure on the Hydroframe-60 contact your nearest Pullman-Standard sales office.

PULLMAN-STANDARD

A DIVISION OF PULLMAN INCORPORATED
200 SOUTH MICHIGAN AVENUE, CHICAGO 4, ILLINOIS
BIRMINGHAM • PITTSBURGH • NEW YORK
J. C. FENNELLY CO., SAN FRANCISCO REPRESENTATIVE

WASHINGTON SCOPE

By Neil R. Regeimbal, *Chilton Washington News Bureau*



STUDY "HOT CARGO"—Teamster Union "hot cargo" clauses may again be ruled illegal, this time under the 1959 Landrum-Griffin Labor Act. The act outlaws secondary boycotts, but hot cargo contracts have not yet been ruled illegal under this law. If the National Labor Relations Board forbids hot cargo, or protection of right clauses in teamster contracts, the union is expected to continue the fight in the courts.

CENTRAL BATTLES IN COURT — The fight between the New York Central Railroad and the ICC over the line's plans to expand its truck service for lcl shipments is now in the courts. A U. S. District Court in New York will referee the battle. First round was due to start Oct. 11. The Central attempted to temporarily expand its use of trucks on lcl freight, now prohibited between 45 "key point" cities on the line. The ICC refused. The Central proposed to embargo lcl service to 33 of its points but continue it to 12 major cities. The ICC blocked this plan too. The court refused to permit the service immediately, but decided to hold formal hearings on the controversy.

FORWARDERS WIN TOFC CASE — Freight forwarders have won a major victory against trucking industry's efforts to limit some Plan III piggy-back operations. A federal court has upheld an Interstate Commerce Commission decision permitting forwarders to ship full trailerloads using their own trailers at rates identical with motor common carrier rates. In another case, an ICC examiner urged the commission to study an optional rule under which the roads could possibly deny some forwarders the use of a plan whereby the forwarder loads his own trailers on flatcars across carrier platforms.

FIGHT RULE CHANGES — Household goods movers are fighting to block changes proposed by the ICC in regulations governing the industry. The proposals would imperil some smaller movers and would mean higher costs for the larger ones. The ICC postponed the effective date indefinitely after four associations of movers and nine companies filed a suit in U. S. District Court in Los Angeles to block the changes.

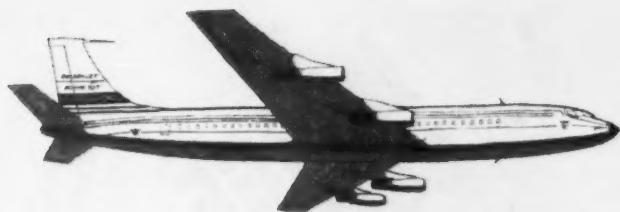
STUDY LEASE DEALS—The U. S. Supreme Court will have to give its decision on whether an individual who leases his vehicle to a shipper and then drives for him is only engaging in private carriage. The Regular Common Carrier Conference of ATA has asked the high court to upset a lower court ruling that in such owner-shipper leases, the owner becomes an employe of the shipper and is not engaged in regulated carriage. The conference maintains that such deals constitute for-hire carriage. ICC earlier ruled to that effect. It directed a number of owner-operators to end leasing deals because they constituted contract carriage.

URGE AIRLINE AID—A special Presidential aviation study group, in a report to the Federal Aviation Agency, urged the government to revise federal aviation regulations. It urged relaxation of economic regulation of air carriers as much as possible; encourage mergers to aid "marginal" airlines. It also urged elimination of some routes to saturated cities and encouragement of more air fare cut-rate experiments. Meanwhile, the Civil Aeronautics Board has scrapped its 13-year-old air cargo rate minimums. This will encourage lower rates by the airlines in an effort to increase air traffic.

SET DAMAGE PENALTIES—A new law imposes severe penalties for persons convicted of intentionally damaging property moving in interstate or foreign commerce in custody of a common or contract carrier. It provides for penalties of \$5000 or ten years in prison or both for conviction. It covers rail, highway, and air carriers.

FOOD GUARANTEES HIT—National Association of Refrigerated Warehouses advises food warehousemen not to sign commodity guarantees requested by retail outlets. The association points out that the guarantees are an attempt to shift to the warehouse responsibility "which belongs elsewhere." The agreements guarantee that merchandise shipped is not adulterated, misbranded, or unsafe under federal laws. But guarantees go beyond warehouse's liability for care of goods. And warehousemen cannot know whether goods shipped are adulterated or misbranded.

**When
"black gold"
goes wild...**



Cameron valves go *GOLDEN JET!*

*From the Cargo Files of the most
experienced jetline in the West:*

When an oil well unexpectedly blows, fast "capping off" can save thousands of dollars. Speed is *vital*.

When the hurry-up call comes for Cameron valves, they go west on the Golden Jet. Continental has more jets headed west from Houston, Cameron's headquarters, than all other airlines *combined*. Fast daily schedules to San Antonio, El Paso, Phoenix, and Los Angeles.

Space availability? Cameron knows that the Golden Jets usually accept cargo until 45 minutes before take-off. And Cameron can *reserve* space when desired, at no extra charge.

Reliability? Sure, the Golden Jets have an outstanding *on-time* record. But that's only part of Continental's performance. We also coordinate the transfer of cargo en route, when necessary making sure there is no layover.

You'll find the same dependable Continental service on Golden Jets between Chicago, Kansas City, Denver, and Los Angeles, too.

For more information, ask your local Continental Cargo Manager or write: Mr. Lee Slay, Director, Cargo Sales, Continental Airlines, Stapleton Field, Denver 7, Colorado.





*...may save on your
shipping costs, too!*

*Are you buying transportation at higher cost
per shipment than you have to?*

Many of those who "pay the freight" are finding that larger-tonnage and multiple-car rail rates make a big difference in over-all distribution costs. *And they're using many other modern railroad ways to cut expenses, too!*

Transportation is our business, tailored to fit your business. Let us give you today's complete Seaboard picture of rates, specialized rail equipment, including Piggyback, schedules you can count on, and friendly, personalized follow-through.

We'd like to see you soon. Just call your nearest Seaboard representative and name the date.



SEABOARD
AIR LINE
RAILROAD



*Seaboard Piggyback service connects
many on-line points with
Northern cities.*

THE ROUTE OF COURTEOUS SERVICE

ON THE LINE

A. V. Greene

Editor



All Needs Don't Itch

Philosophers turn up in the most unlikely places. We met one recently in the middle of a busy shipping room—about as unlikely a spot as one can imagine, especially at a few minutes before 5 p.m.

Lines of men and machines were loading boxcars, like ants hustling before a storm. Some lines were short, others were long.

"Where are the drums stored?" we asked, pointing to the longest line.

Our host, the assistant plant manager, smiled. "Come with me," he said.

We walked a U-shaped path into an adjoining building. Our host pointed to where the drums were stored, then motioned us to follow on. We arrived at his office.

"It's quiet here," he said. "Now, from your question I guess that you were about to point out a weakness in our operation."

We didn't reply, just smiled, knowing that an explanation was coming.

"I, too, discovered that long line, in the spring of 1954. As the plant's materials handling engineer, I believed it my duty to correct that inefficiency."

Our host arose and walked over to a table, from under which he pulled out a long carton. After examining a few rolls of paper, he brought one to his desk.

"Here is that problem," he said, motioning for us to look, "and some solutions."

There was a floor plan of the shipping area. On top of that he placed other layouts, each presenting a more efficient handling of the drums to the loading docks.

"What happened?" we asked.

"Well, despite what I thought was a great time-, labor-, and space-saving idea, the boss brushed it aside. He said that, if I wanted to play around with layouts, there were others that were more important."

As he replaced the drawings, we thought of the great waste that could be stopped by executive order. A few similar experiences in the past flashed through our mind.

"Why is management so unreasonable at times?" we asked.

"Well, that's what I used to wonder—many times. You see that box is full of many more good, but rejected ideas."

"What a waste of creative effort on your part," we added sympathetically.

Our host flashed a warm smile. "Not really," he said. "As I drove myself to create even better ideas, it moved me into the number two job in the plant."

"When the chance presents itself, will you put those ideas into effect?"

"That depends on other needs, and on the budget."

"You mean that needs are ever present, that their importance is relative?"

"Nothing quite that logical. Many of our needs are a matter of expediency—more often than not, created by competition. I scratch where it itches me most."

We bade our host good evening—with special thanks for his philosophy, and the shining moral that goes with it.

Try A Distribution Seminar

One of the most difficult questions we get is, "How do I start to set up a physical distribution department?" There just isn't any pat answer.

Recently, we gave the following reply to several persons:

"Your company must employ such people as sales managers, marketing experts, product engineers, accountants, and so on. Ask top management to set up a company-wide seminar on distribution with these experts.

"Learn their objectives. Most should be in common.

"State your objective: To improve customer service, lower distribution costs, and so on. Ask for their helpful ideas.

"Make it a real brain-storming session. Ask the president to serve as moderator."

So far, two men reported good results in creating a company-wide distribution consciousness. We'll get the details soon.

If you do it, let us know what happened.



gives you

SUPERIOR QUALITY



UP FRONT

- Patented leakproof hydraulics with overload and overflow valves
- Hard-chrome plated pistons in honed cylinders
- Precision-machined oil lines—no pipes, no tubings, no packings
- Magnetic oil filter

DOWN UNDER

- Box-section type push rods
- Taper roller bearings on load rollers
- Torsion-proof hardened joints
- Effortless operation through pallet entry & exit rollers



OVER-ALL

- Hand-operated 4½" lift in only 3 strokes
- Constant lowering speed regardless of load
- All valves easily accessible from outside
- Fully enclosed forks give maximum clearance

Full 6 months warranty



Capacities: 2200, 3500, 4400 lbs.
Skid adaptors and/or brake optional. Available in all standard fork lengths with full variety of wheels to fit every requirement. Write for full information.

STOKVIS MULTITON CORP.

18 SECATOAG AVE., DEPT. D-2, PORT WASHINGTON, NEW YORK
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LETTERS

TO THE EDITOR

Truck Safety Booster

To The Editor:

Thank you very much for the plug you gave the council in your editorial in the September issue.

We are trying to increase our work in the safety field and to make our bulletins of more value to our members. We are very anxious to give as much help to private truck operators as possible in their safety programs.

James D. Mann
Managing Director

Private Truck Council of America, Inc.
Washington, D. C.

"Itinerant Trucking"

To The Editor:

I am interested in the spirit shown in your editorial in the June 1961 issue having to do with "itinerant trucking" or whatever else you care to call it. You have stated in this editorial that the difference between legal and illegal trucking is "having the right kind of papers in the possession of the driver."

Actually if the "behind the scenes" could be brought out into the open, it would open the eyes of the shipping and receiving public.

Good luck to you in your fine work. I, too, have an interest in seeing the "common carrier" survive.

David M. Wood
Traffic Manager

Thomas E. Snyder Sons Co.
Chicago, Ill.

Awareness of Concept

To The Editor:

I believe that Mr. Mangold's article, "Air Freight Can Spell Profit," in the September issue of DISTRIBUTION AGE provides traffic managers and public warehousemen an excellent opportunity to indicate to top management their awareness and application of the physical distribution concept.

The article illustrates a case study based on:

\$2 per lb value of the product
\$10 per 100 lb surface transportation
373,333 lb (a 60 a day portion of the total weight)
average monthly storage level
\$4.73 per 100 lb per month storage cost!

Too often a system or procedure change is measured against an unusually inefficient operation. The storage costs of \$4.73 appear to indicate a sizeable savings possible through consolidation of warehouses and/or public warehousing. If the traffic manager and public warehouseman would substitute:

15 per cent annual inventory carrying charges (field warehouse or bank loan)

\$1 per 100 lb public warehouse costs per month (assuming medium bulk and an average order withdrawal weight less than 125 lb.)
they would find a loss of \$80,000 — instead of an annual \$168,120 savings — would result.

A product valued at only \$1 per lb could produce a loss over \$150,000 annually, even allowing for a slight overstock condition. A manufacturer locating in the vicinity of Boston would have an air freight versus surface cost and service comparison significantly different from a Chicago location for West Coast marketing. Naturally, any analysis would, in addition to the factors mentioned in the article, give weight to the possibility of charter planes and communications cost comparisons.

Arthur E. Gogol
Consultant-Physical Distribution

Avon Lake, Ohio

Burlington Route

501

"An Essential Link in Transcontinental Transportation"

501

■ **Efficient transportation can reduce operating costs, improve customer service, increase sales, and add to profits.**

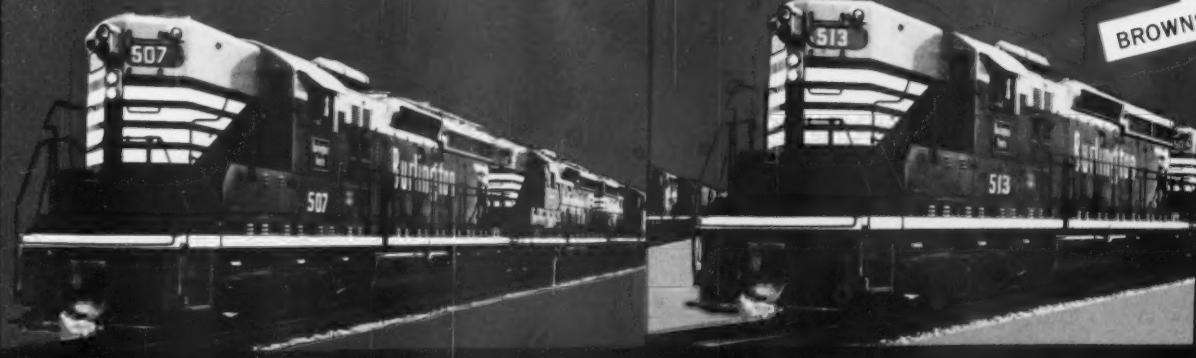
That's why the Burlington is so important to so many companies. Our central location enables us to make direct connections with other carriers at more than 200 interchange points. Your shipment moves swiftly, without unnecessary delay, when you route "via Burlington."

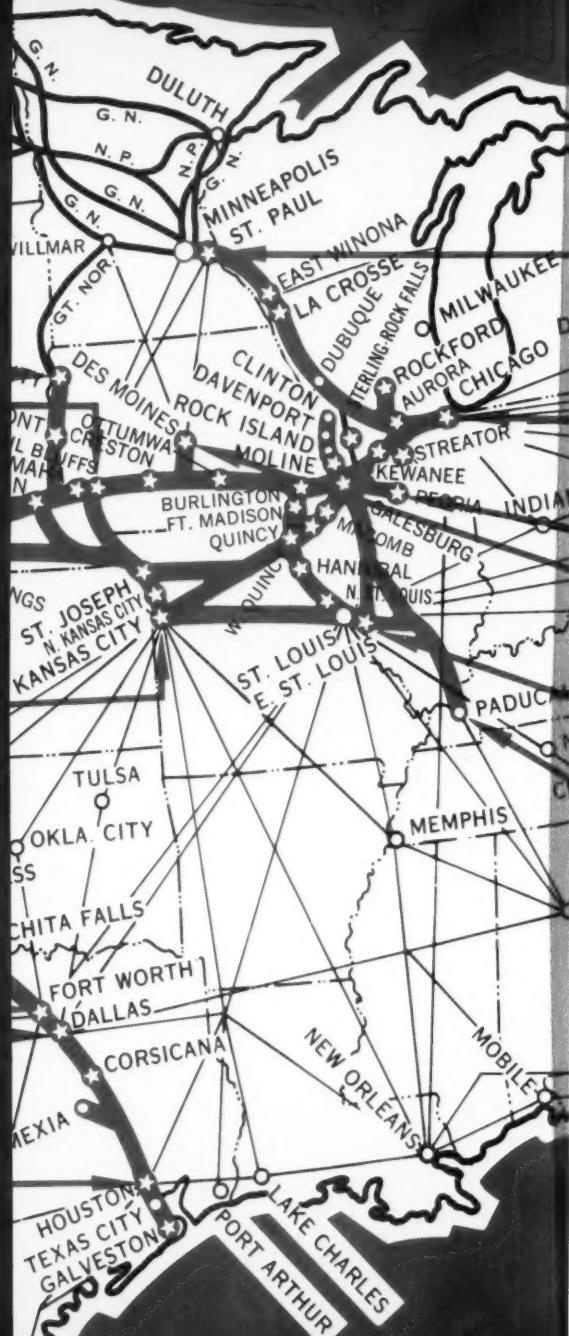
Look at the map. Note the multiple connections at the fifteen major gateways listed. See how this railroad connects your material sources, your factories, your markets. Then you'll understand why the Burlington is known the Nation over as

an essential link in transcontinental transportation



TIME-SAVING SCHED





TYPICAL BURLINGTON FREIGHT SCHEDULES

FROM CHICAGO

via Denver or Grand Island

DESTINATION	DELIVERY
Denver.....	Second morning
Salt Lake City.....	Third morning
San Francisco-Los Angeles.....	Fourth morning

via St. Paul-Minneapolis

DESTINATION	DELIVERY
St. Paul-Minneapolis.....	First morning
Spokane.....	Third morning
Tacoma-Seattle-Portland.....	Fourth morning
Vancouver, B.C.	Fifth morning

via Kansas City

DESTINATION	DELIVERY
Tulsa-Oklahoma City.....	Second morning
Fort Worth-Dallas.....	Third morning
Houston-San Antonio.....	Third morning

FROM ST. LOUIS-E. ST. LOUIS

via Denver or Grand Island

DESTINATION	DELIVERY
Denver.....	Second morning
Salt Lake City.....	Third morning
San Francisco-Los Angeles.....	Fourth morning

via St. Paul-Minneapolis

DESTINATION	DELIVERY
St. Paul-Minneapolis.....	Second morning
Spokane.....	Fourth morning
Tacoma-Seattle-Portland.....	Fifth morning
Vancouver, B.C.	Sixth morning

via Kansas City

DESTINATION	DELIVERY
Tulsa-Oklahoma City.....	Second morning
Fort Worth-Dallas.....	Third morning
Houston-San Antonio.....	Third morning

LAUREL-BILLINGS

GM - NP

SIoux CITY

CMSIPP - CNW - GM - IC - BCT

OMAHA-COUNCIL BLUFFS

CGW - CMSIPP - CNW - CRIP - IC -
MP - SOT - UP - WAB

GRAND ISLAND

UP

DENVER

ATSF - CRIP - CS - DRGW - UP

KANSAS CITY

ATSF - CGW - CMSIPP - CRIP - GMO -
KCC - KCHV - KCS - KCT - MKT -
MP - SLSF - UP - WAB

FORT WORTH

ATSF - CRIP - MKT - MP - SLSF -
SP - SSW - TP

DALLAS

ATSF - CRIP - KCS - MKT - SLSF -
SP - SSW - TP

HOUSTON

ATSF - CRIP - GMN - HBT - MKT - MP - SP







YOUR BURLINGTON TRAFFIC REPRESENTATIVE IS AT YOUR SERVICE!

Interested...informed...helpful...
That's your Burlington Traffic Representative. He knows the service and rate problems involved in shipping and receiving freight—and he knows the answers, too. The minutes you spend in consultation with him can save you hours of work—and money, too.

Whenever you're shipping to, from, or through the region served by the Burlington, call our Traffic Representative. His teamwork will be mighty valuable to you!



BURLINGTON LINES

Everywhere West

Chicago, Burlington & Quincy Railroad

Colorado and Southern Railway

Fort Worth and Denver Railway



Williams and Company, Inc., Consulting Architects/Schauder and Martin

New way to save big when you build big

NEW BUTLER MRF BUILDINGS

The age of industrial monuments is ended. Buildings today are engineered to capital conservation and inevitable obsolescence. With these considerations in mind, we invite you to investigate the new Butler MRF — the building system that supports management aims.

Precision factory-fabricated to give you quality control in every detail. Spacious interiors with a minimum of strategically placed columns. Modules of 40', 50', 60' or 80 feet. Bay lengths of 20', 24', 30' or 40 feet. Roof spans up to 240 feet without internal gutters. A metal roof deck so good we can guarantee the roof for 20

years, without any maintenance obligation on your part. Three beautiful, factory-colored wall systems of outstanding quality — two of them, factory-insulated.

MRF goes up at astonishing speed. Expansion is easy and economical. Even the wall systems can be interchanged. In an MRF you can afford to change your mind. Quality for quality, this is economical construction, with the advantages of custom planning.

Phone your Butler Builder for the full story. See the Yellow Pages under "Buildings, Metal," or "Buildings, Prefabricated." Ask about financing, too. Or write.



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Manufacturers of Metal Buildings • Plastic Panels • Equipment for Farming, Transportation, Bulk Storage, Outdoor Advertising • Contract Manufacturing
Sales offices in Los Angeles and Richmond, Calif. • Houston, Tex. • Birmingham, Ala. • Kansas City, Mo. • Minneapolis, Minn. • Chicago, Ill.
Detroit, Mich. • Cleveland, Ohio • New York City and Syracuse, N. Y. • Washington, D. C. • Burlington, Ontario, Canada

Interior Vitro-Tech Corp.

Interior Williams and Company, Inc.



Men in the News

Traffic—

Robert B. Conrad—appointed commissioner of the Transportation and Public Utilities Service of the General Services Administration.

Edward M. Townsend—named head of the transportation and distribution division of Enjay Chemical Co.—**Robert H. Moulton**—division section head.

J. G. Murphy—new traffic manager of the Tractor and Implement Division, Ford Motor Co., Birmingham, Mich.

Richard O. Spalding—promoted to manager of general service and transportation, Glass Container Division, Owens-Illinois.

Parker S. Wise—heads the marine transportation department of Socony Mobil Oil Co. **Walter R. Matson**—in charge of Eastern operations. **Hugh C. Ellis**—in charge of Western operations. **Arthur E. Fischer**—in charge of inland waterway operations. **Herbert A. Steyn, Jr.**—in charge of international operations.

Harold A. Harper—appointed distribution manager for Nesbitt Fruit Products, Inc.



Warehousing—Public

Arthur A. Johnson—appointed director of marketing for Dean Van Lines, Inc.

Lyle W. Chester—made manager of supply of North American Van Lines, Inc.

Don Estrin—joins Bekins Van and Storage as national corporation sales manager.

Henry Highnote—returns to the post of administrative assistant of Burnham Van Service, after temporary assignment. **Edward L. Vanzandt**—becomes southeastern regional manager.

Mrs. Margaret Iddings—selected for the position of administrative assistant of the National Association of Refrigerated Warehouses. Mrs. Iddings' predecessor, **Stell Emmert**, is moving to Manchester, New Hampshire.

Wilbur K. Baker—named manager of driver training of North American Van Lines.

Henry H. Becker—appointed executive vice president and western manager of the American Chain of Warehouses, Inc. He succeeds the late **John W. Terreforte**.

Transportation—Air

Henry E. Williams—made cargo traffic coordinator of Alitalia Airlines.

Highway

Colman H. French—elevated to director of trade relations of Consolidated Freightways. **Raymond M. Brown, Jr.**—director of sales analysis and research. **Raymond D. Kershner**—director of public relations.

C. L. Sorensen—promoted to director of dispatching for Pacific Inter-mountain Express.

John W. Shepard—appointed operations manager of Consolidated Forwarding Co.

James F. Pinkney—named chief counsel for public affairs for the American Trucking Associations, Inc.

Robert E. Kinnen—joins Seiberling Rubber Co. as director of merchandising and advertising.

Frederick T. Voorhees—appointed general manager of the container division of Highway Trailer Industries, Inc.

M. C. Benton, Jr.—elected executive vice president of McLean Trucking Co. **T. W. Andrews**—appointed to the board of directors.

J. C. Marek—promoted to general parts and service manager of GMC Truck and Coach Division. **W. W. Edwards**—promoted to truck service manager.

James C. Richards—vice president of industrial products marketing of The B. F. Goodrich Co.

John J. Baker—made divisional general sales manager of the Frue-hauf Trailer Co.

George Mayer—joins Aluminum Body Corp. as sales engineer.

Robert B. Fleming—new manager of the Chicago terminal of Ringsby Truck Lines, Inc. **F. Robery Foulger**—succeeds Fleming as manager of the Salt Lake City terminal.

W. A. Frakes—made manager of the Milwaukee terminal of Consolidated Forwarding Co., Inc., in St. Louis. **W. K. Corner**—named office manager of the Houston district office.

Containerization/Packaging

James A. Figg, Jr.—appointed general manager of Container Corp. of America's shipping plant, New Brunswick, N. J. **Clifford L. Butler**—general manager of Memphis, Tenn., plant. **Louis M. Crandall**—general manager of Fort Worth, Texas, and Houston plants.

Materials Handling

Paul E. Hughes—named general manager of Globe Pacific Hoist Co.

C. H. King—fills the newly created position of staff officer of Clark Equipment Co.'s Automotive Division. **Ronald H. Bolster**—replaces King as head of engineering and sales for the division.

John M. Sheehan—appointed advertising manager of the Fuller Co.

Donald W. Davis—elected a vice president of The Stanley Works. Davis will continue as general manager of the strapping division of that company.

Walter E. Rodriguez—named export department administrator of the Yale Materials Handling Division of Yale and Towne Manufacturing Co.

Robert C. Claypool—named Chicago area and Midwest area manager of Speaker Sortation Systems, Inc.

John W. McReynolds—made manager of industrial truck sales of Automatic Transportation Co.



Philip S. Hill—(Left) named president of Hyster Co. **Harvey N. Black**—(Right) named senior vice president of the firm.

Galen Miller—(Shown) elected president of Towmotor Corp.

Robert L. Fairbank—succeeds Miller as executive vice president.

C. Edgar Smith—assumes newly created post of chairman of the executive committee of the board of directors.



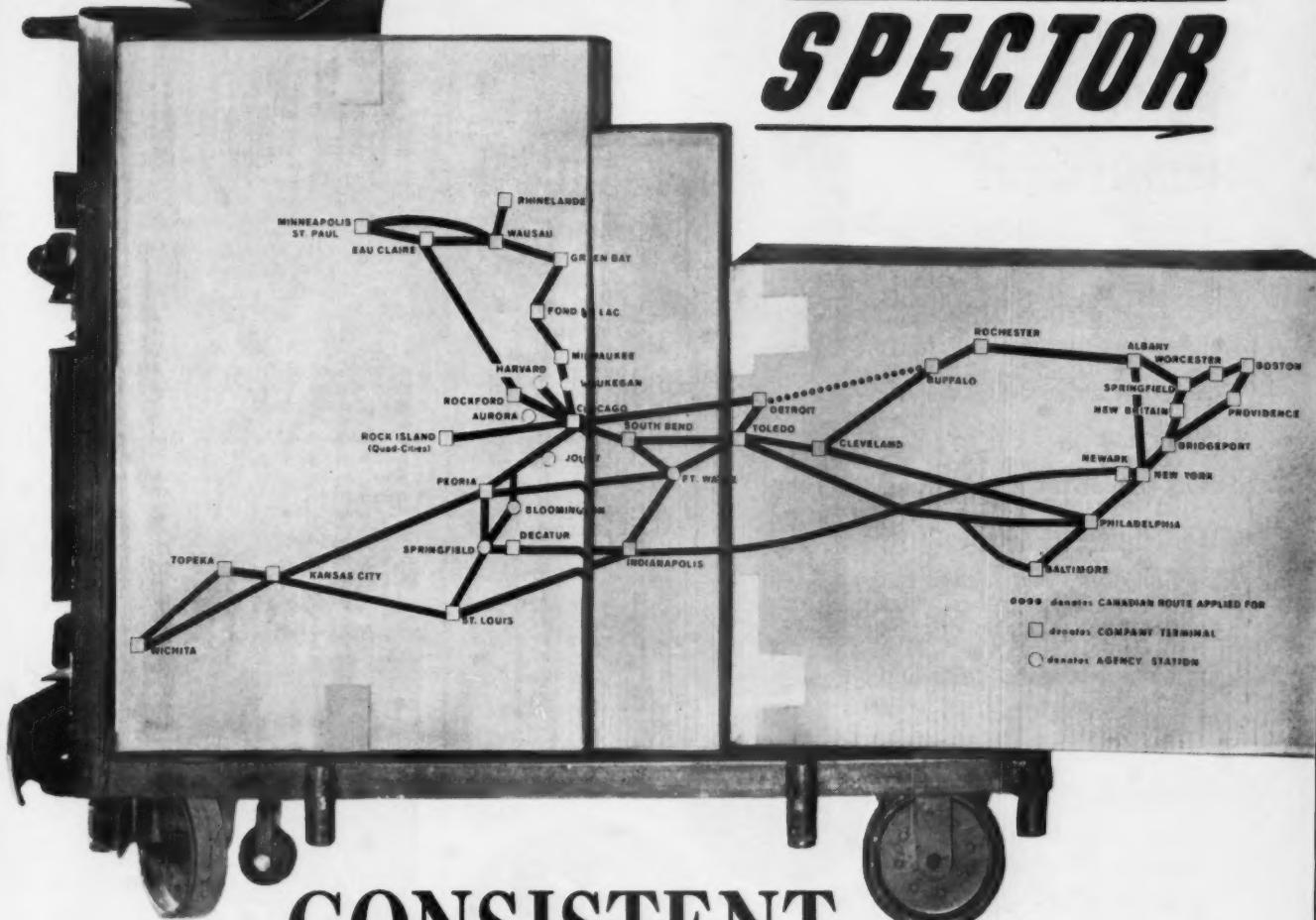
Obituary

Frederick J. Schramm, president of Chelsea Warehouses, Inc., New York, N. Y., died recently of a heart attack. He has served on the board of directors of the Movers Tariff Bureau and as treasurer of the Movers and Warehousemen's Association of Greater New York.



The Wise Selector Routes It

SPECTOR



CONSISTENT

Freight Transportation
Service Between
30,000 Cities

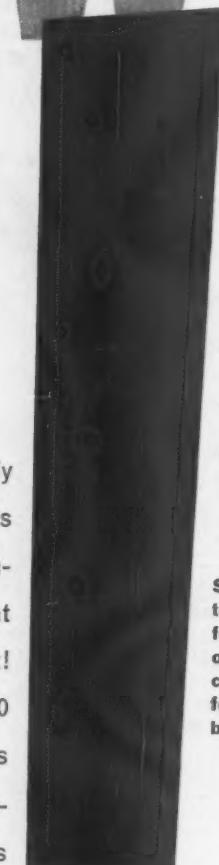
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NOW

Portland, Oregon Bulk Unloader Ready to Slash Import Costs

Portland Public Docks proudly announces completion of its giant new straight-line bulk unloader and pier—the only plant of its kind on the Pacific Coast! With a rated-capacity of 900 tons-an-hour, this facility cuts the heart out of dry bulk importing costs and puts the savings in your pocket.

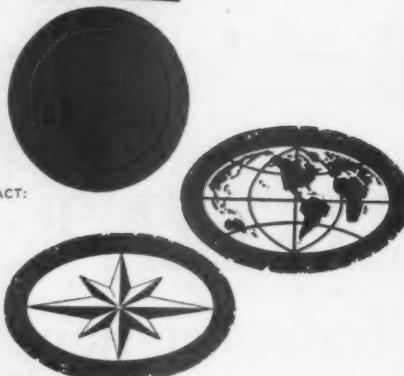


- direct transfer from ship to rail or truck
- 140-car rail yard
- open storage area
- cargo shed
- will handle all types of vessels . . . all types of dry bulk cargoes

Specially designed to create savings for importers of ores, ore concentrates, chemicals, salts, feeds and all dry bulk cargoes.

FOR COMPLETE INFORMATION CONTACT:
SALES-TRAFFIC DEPARTMENT

PORLAND
PUBLIC DOCKS



Operated by the Commission of Public Docks
3070 N.W. Front Ave. Portland 10, Oregon
CA 8-8231 Cable (DOCOM) TWX PD309U
EASTERN REPRESENTATIVE: Buckley & Co., 170 Broadway, New York 38, N.Y.

Coming Events

Oct. 29-Nov. 10—Executive Seminar on "Transport Costs, Prices and Profits" at Transportation Center, Northwestern University, Evanston, Ill.

Oct. 30-Nov. 1—Materials Handling Institute Annual Joint Industry Business and Social Meetings, The Greenbrier, White Sulphur Springs, W. Va.

Nov. 1-2—Syracuse University and National Wooden Pallet Mfrs. Assns., Fifth Annual Clinic on Wooden Pallets, Syracuse, N. Y.

Nov. 1-3—Society of Plastics Engineers, Southwestern Packaging Exhibition, Sheraton-Dallas Hotel, Dallas, Texas.

Nov. 6-17—Institute on Air Transport Management, 15th Annual Meeting, The American University, Washington, D. C.

Nov. 7-10—Packaging Machinery Manufacturers Institute, Annual Show, Cobo Hall, Detroit, Mich.

Nov. 13-14—Society of Packaging and Handling Engineers, Annual Eastern Show, 5th Regiment Armory, Baltimore, Md.

Nov. 16-17—The National Industrial Traffic League, 54th Annual Meeting, Denver Hilton, Denver, Colo.

1962

Jan. 28-31—Truck-Trailer Mfrs. Assn., Inc., 21st Annual Convention Riviera Hotel, Palm Springs, Calif.

Feb. 6-8—Material Handling Institute, Inc., Industrial Truck Assn., Mono-Rail Mfrs. Assn., Early Spring Meeting, Hilton Inn, Atlanta, Ga.

New Undercar Heaters



Gas-fired heaters, providing radiant and convection heat simultaneously, can now be used to thaw hopper cars of frozen coal. Hauck Manufacturing Co. claims that in some instances the thawing time for a two-car train can be cut from four hours to one hour, without any increase in the thawing crew. Formerly thawing was done with gas torches placed under the hopper cars. In case of the new undercar heaters no direct flame is used, removing a cause of damage to the car.

*You need a stop watch to clock cars
through an L&N push-button freight yard...*



L&N's \$50 Million Investment in Ultramodern Yards Cuts Classification Time from Hours to Minutes

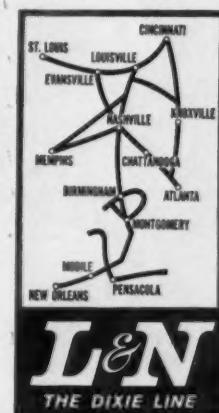
With L&N's electronic yard equipment and streamlined handling methods, freight cars can be classified and ready for departure up to 90 per cent sooner than in older yards. This speeds freight schedules; gets your product to market faster; promotes on-time delivery of materials and supplies to your plant. Some 40,000 cars in transit are kept on the go — aren't allowed to loaf — because L&N puts a premium on speed and efficiency, and invests heavily in technical progress. On L&N rails, cars move . . . and when they arrive at L&N push-button yards, the cars move on!

Northern shippers find L&N a direct, fast route to cities in the heart of the South, including the Gulf ports with their ocean-going freighters. Southern shippers enjoy the same fine L&N facilities north-

bound, with extensive east, north, and west connections at terminal points. There are 5,700 miles of main track, 60,000 cars, and over 700 diesel locomotives included in the L&N system, one of the nation's leading railroads. L&N's 19,000 employees are pledged to highest standards of service.

Do you want your shipments to reach destination quickly . . . safely . . . on a great railroad that's thrifty with your transportation dollars, but spends its own dollars freely to stay as modern as tomorrow?

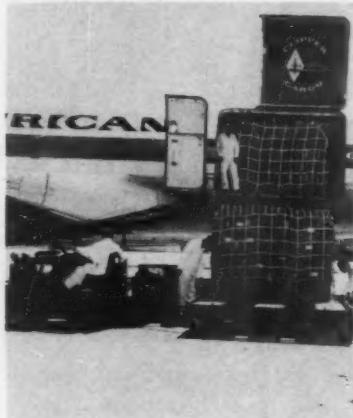
Then route L&N! Write or phone Freight Traffic Department, Louisville and Nashville Railroad, Louisville 1, Kentucky (JUniper 7-1121).



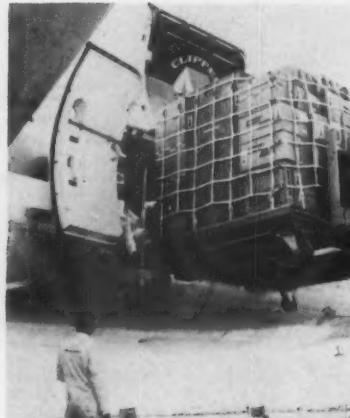
LOUISVILLE AND NASHVILLE RAILROAD



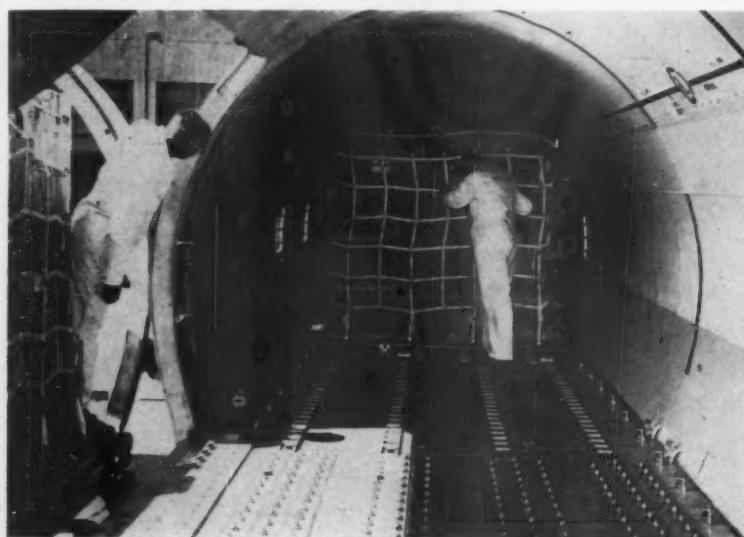
FREIGHT TRANSPORTATION



Cargo, brought from plant to airport, is being pushed on a forklift



The fork lift has lifted a loaded pallet to deck level of the aircraft



Decks of Pan American all-cargo aircrafts will be equipped with ball and roller bearings, and snaplocks. DC-7CF will carry 7 pallets, each 108 x 88 in.

Fast Take Off For Air Freight

FAST, FAST, fast cargo delivery has often been the feverish cry of manufacturers, distributors, wholesalers all over the country. It has become more pronounced since the advent of the nuclear age.

As an answer to that cry, Pan American Airways and the Douglas Aircraft Co., in joint research have developed a system for stowing a full load of cargo aboard an aircraft in less than one hour. The system consists of a few innovations: lightweight pallets, each capable of transporting 6700 lb; a roller and ball-bearing deck within the aircraft; and a fork lift or scissor lift with roller transfer platform.

During a recent demonstration of this system a pallet was loaded with a typical cargo—parcels, assorted containers, animal cages—and secured by a network of strong nylon straps. The pallet was then placed on a fork-lift roller transfer platform in a truck which transported it from a production plant to Pan American's cargo section at the Los Angeles International Airport.

When the pallet-loaded truck pulled up at the side of the DC-7CF, a fork lift raised the pallet to the deck level of the airliner. It was then eased through the hatch onto the bed of ball-bearings on the deck. Then the pallet was pushed forward on roller-bearings close to the cockpit bulkhead and was centered in the cargo compartment. Snaplocks, permanently located in the deck, were snapped closed and the pallet and cargo were ready for flight.

The process of removing the pallet from the truck and securing it aboard the airliner took two minutes and eight seconds. The loading of a comparable bulk of individual items might have taken several hours. It is hoped that this system might appease the feverish cry of more speed.



Over 700,000 miles without major overhaul. The performance of this veteran B model Mack is another demonstration of the kind of stamina built into every Mack truck and tractor.

REEFER RUNS like this pile up mileage

"We've got over 700,000 miles on one of our Macks and it's never been torn down," says L. J. Yunkers, president of Pearl Packing Company. His firm uses Mack Thermodyne® diesels exclusively on the 1500-mile round trip runs from its Madison, Indiana headquarters to a delivery point in New York City . . . puts a good 100,000 miles a year on each of its trucks.

If maintenance, repairs and fuel costs keep driving down your profits you might consider this . . . Pearl Packing Company's top-traveled 700,000-mile Mack is still averaging a healthy 6.8 miles per gallon, while repairs and routine maintenance for the 7½ years it's been working comes to little more than a half cent a mile.

Performance records like this point up one of the principal reasons for the worldwide acceptance of Mack trucks—their amazing economy . . . not just when new, but long after other trucks have outlived their usefulness. A Mack truck can do this because it is a true quality vehicle . . . *Mack built* . . . not just assembled with parts from a number of different manufacturers. Mack manufactures its own engines, carriers, transmissions, axles, cabs and other major components. And every major component is built by Mack for Mack trucks alone.

It goes without saying that the quality Mack builds into every truck can make a profitable difference in your operating

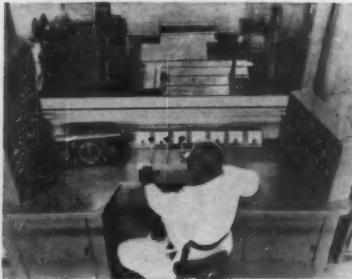
costs. Mack trucks not only give you dependable performance but will lower your maintenance costs . . . eliminate downtime problems before they start and give you the truck service you need for a better operating picture. The Mack branch or distributor nearest you has complete details on the Mack model best suited to your requirements. Mack Trucks, Inc., Plainfield, New Jersey. Mack Trucks of Canada, Ltd., Toronto, Ontario.

MACK
FIRST NAME FOR
TRUCKS



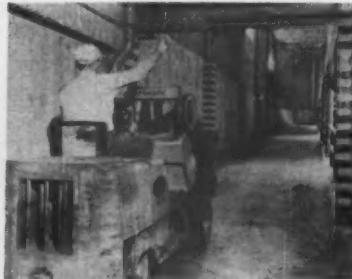
highlights

Hydraulic Test Laboratory



Clark Equipment Co. Automotive Division recently opened a testing laboratory for hydraulic and mechanical power transmission units. The 9500 sq ft building is divided into test areas and tear-down areas. Complete instrumentation allows engineers to cut test times up to 75 per cent

Lights Speed Operations



The use of manually controlled traffic lights at West Virginia Pulp and Paper Co. has increased safety and efficiency. A set of red and green lights are positioned at each end of a 6 per cent ramp with a blind corner. Red lights shine at both ends of the ramp when it is in use, green when clear

Explosives Carrying Case



Safety is the prime concern when transporting explosives. Moreover, insulation is also a problem. In an effort to find a solution, Armstrong Cork Co. has designed a carrying case lined with a resilient foamed polystyrene material. It acts as a cushion and insulates against both hot and cold weather



"Back away before you put the fork down!"



"Now you tell me!"

Fork Truck Acts Like Crane



Flexibility is the keynote of this fork truck that can be used as a bridge crane. To lift a load in bridge-crane fashion, a special lifting frame is attached to the load. Manufactured by Clark Equipment Co., the trucks handle loads up to 40,000 lb

All-Piggyback Rail Yard



The first railroad yard designed for the exclusive handling of piggy-back equipment began operations recently. It is the Boston yard of the Boston and Maine Railroad. There are no ramps in this yard, because all of the actual handling is done by Paceco mobile cranes. Trucks and trailers park in a herringbone pattern to speed operations, and the cranes straddle containers to accomplish transfer. Capacity of this equipment is 30 tons.

Chuting the News . . .

(Continued on Page 9)

Pacific Shippers Group Lauds Rail Reefer Plan at Meeting

The Pacific Coast Shippers Advisory Board met recently in Los Angeles and praised transcontinental railroads for a new rule allowing substitution of highway reefer trailers for rail refrigerator cars.

Under the new rule, produce would be shipped eastward, and the same equipment would be used to ship packing house products westward.

The board's legislative committee unanimously opposed H.R. 7219, a House bill proposing an amendment to the Internal Revenue Code which would give railroads a tax credit equal to passenger revenue deficits. The committee said the bill was not a "satisfactory approach to solving the railroads passenger service problems."

"Cargo Capital" has penetrated the Iron Curtain: it is a 16-mm color film depicting the history of The Port of Los Angeles' operations and facilities.

The National Freight Claim Council of the American Trucking Associations, Inc., has designed a poster program to help management instruct employees in preventing loss and damage to motor carrier freight shipments. The program comprises 12 posters, and includes a series of short talks, each geared to a special poster which presents the varied problems encountered each day in the freight handling business. Costs \$3.00 a set with a minimum subscription of 5 sets.

ICC Rules Against Ship Lines

The ICC has ruled that steamship lines cannot operate motor carrier pickup service at points within a port terminal area without appropriate authority from the Commission. This decision came out of MC-C-3000, wherein the Western Motor Tariff Bureau charged that Matson Navigation Co. was operating as a motor carrier without authority. A bill was introduced in Congress to clear up this matter.

Materials Handling Industry Challenged to Systematize

The materials handling industry was recently challenged to introduce a plan for large scale systematization of handling procedures. Through this system, the U. S. would be able to close the price gap between domestic and foreign goods by cutting costs of production of many items.

Frederick J. Close, vice president and general manager of Aluminum Co. of America, in an address to the Materials Handling Institute, made the challenge. He also said that there was a need for research, for finding new applications for materials and products, and for strengthening our policy of unexcelled service.

Southern Traffic Group Meeting

The Southern Traffic League, Inc., held its Annual Meeting and election of officers recently. New officers are: Roland A. Smith, Greater Miami Traffic Association, president; E. C. Ash, Mobile Port Traffic Bureau, first vice president; and Paul Watkins, Georgia-Alabama Traffic Association, second vice president. Elected to the board of governors were: C. B. Culpepper, chairman; D. S. Andress; B. R. Bland; B. B. Bowers; W. L. Faylor; H. V. Fleming; L. E. Galaspie; August Heist; L. O. Kimberly; J. W. Lee; C. A. Mitchell; J. F. Moore; W. L. Murph; B. H. Overton; R. H. Prater.

Freight-Claim Experts Praised

The freight-claim personnel of the trucking industry were called "a necessary and profitable element in business success" recently in Terre Haute, Ind., in an address before the Central Freight Claim Conference. Welby M. Frantz, executive vice president of Eastern Express, Inc., and chairman of the board of the American Trucking Associations, who made the statement, also said ". . . the part you play in increasing company profits is well known and deeply appreciated by all really forward-looking management men in our industry."

DISTRIBUTION

MANAGEMENT

By Eugene Landis

*Director of Transportation,
International Minerals and
Chemicals Corp.*

How to set up your department

THREE HAS been a great deal of material and discussion about this new management concept, dealing with a total picture of how a company should handle its flow of materials and finished products.

Finding the Base

We should prefer to start with a base of traffic, transportation, and warehousing. From this base, we add customer service, then planning and scheduling. It then becomes well to define what we mean by each one of these terms.

Traffic—In this area, there is the responsibility to direct and control our volume movement to insure that maximum benefits are secured from common carriers.

Transportation—In organizing for distribution, transportation would be to plan and effect transportation patterns to supply service available from regulated carriers. This would include truck ownership and leasing, containerization, special equipment in the form of tank cars and hopper cars, barge leasing and contracting, as well as chartering of vessels.

Warehousing — The branch warehouses primarily are the responsibility with which we would be concerned. Plant storage and the inventory carried at the plant site would be under production. In this area, it would be necessary, of course, to know the inventory

levels and the shipping capacities of the plant. Warehousing embraces also having knowledge of where these facilities should be located. This entails a great deal of complexity, due to the requirements of marketing knowledge that must be acquired to properly service the various sales areas.

Customer service—Going a step further, we would concern ourselves with probably the most important of all, customer service. One area concerns itself with effecting deliveries in the manner, time, and place desired by the customer.

There is another area that becomes of great concern in the customer service field, and that is cost. Therefore, customer service may concern itself with a conglomeration of problems based primarily on the cost factor. The customer will be concerned with warehousing, freight rates, routing, freight claims, equipment, mode of transportation, and materials handling. All of these terms represent cost to the customer.

Planning and Scheduling — In the area of planning and scheduling, it is necessary for a distribution department to know the rise and fall of supply and demand that each business encounters. It is certainly necessary to be aware

of how production plans to coordinate its program to adequately satisfy the customer demand for the product represented in the form of sales estimates. It is not enough that these two major functions—production and sales—handle between themselves the complicated problem of planning. This information is of great importance to any group that is responsible for the movement of the inbound raw materials and outbound finished products.

Distribution personnel have no authority over these areas. Rather, they should be able to plan and schedule movements to and from the production facility. Just about all companies have their peaks in shipping. To have knowledge of when there are exceptional opportunities to buy raw materials, as well as to know when price changes are going to effect a heavy movement, or when a sales and advertising campaign is going to create an unusual demand, is necessary for good management.

No person or persons can continue to have "lots of luck" in securing equipment and effecting deliveries unless they can be prepared in advance for the production and sales requirements. Most companies do not communicate this important information to the people who are charged with the responsibility of movement. This is an efficiency that costs nothing.

EDITOR'S NOTE: This article was excerpted from a speech delivered by Mr. Landis before the recent Physical Distribution Seminar of the American Society of Traffic and Transportation, held at Michigan State University.

Yet, it is very important to the company.

In addition to these activities, there are many more that can be, and have been handled by distribution men in other corporations. Among these is inventory control, which, in some corporations, becomes very complex, requiring management of quite some stature to be able to cope with the multiple problems in this field. Another that is generally added is materials handling, because, to quote another vice president of distribution, "transportation is materials handling, and all materials handling is transportation."

After defining the functions that would be covered by a distribution organization, a question that comes to mind is "Why even have a distribution department?"

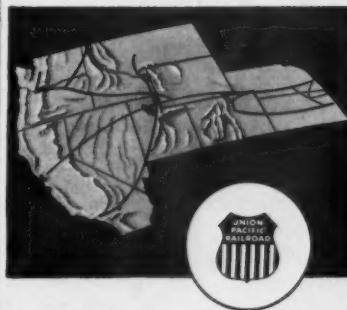
A corporation can be operating successfully without the benefit that may be derived from a distribution setup. But, if there are economies to be secured, plus a definite responsibility charged for the movement of materials and finished products, it behooves top management to pin that responsibility on someone so that standards of performance can be justly secured. It is wrong to charge a man with a responsibility for movement, unless he has the opportunity to definitely be in charge of all areas of movement.

"How does one go about creating a distribution organization?"

First of all, no matter how well a corporation is doing, there is always room for improvement. To intelligently appraise and analyze sales, a new group of men trained in promotion and analytical work pioneered the new concept of marketing. They were confronted with much the same difficulty that exists in organizing for distribution. Only in their case, they were organizing for marketing. They found that the various areas devoted to sales, advertising, sales promotion and marketing research were overlapping, much the same as the areas or functions of distribution.

Some one person or persons conceived the idea that if you were to put all these men on one team, a new approach to sales could be made. The term, customer orien-

your shipping is our business



ship...
**UNION
PACIFIC**

tation, became all important.

"Where would this distribution organization fit in a business corporation?" Here again, there are many answers. From my survey, I found that some were independent and reported directly to the president. Some were already embraced in a traffic division. Others reported to the marketing executive.

In our organization, the director of transportation reports to the marketing vice president, along with the director of merchandising, director of advertising, director of development and the market research director.

Many traffic or transportation managers object to being placed on an organization chart in this manner. They do not feel that traffic or distribution have anything to do with marketing. Distribution and all that it encompasses actually amounts to a service. A great deal of the responsibility of this department rests on insuring prompt delivery to the customer. Certainly this is a parallel to the marketing concept of

(Please Turn Page)

RUPPERT
Knickerbocker
BREWERY
found a
dollar-saving
difference in
LIFT TRUCKS



Chief Machinist Charles Deshensky says, "Our fleet of 19 Allis-Chalmers lift trucks ran 10,500 hours before we took the first engine in for overhaul. Actually, we did it out of curiosity. We wanted to see what made a lift truck engine tick for 10,500 hours. We had never seen one go that long before." Here is what he found:

- Wear on parts throughout — negligible
- Wear on crankshaft — .001" to .0015"
- Wear on sleeves — .0015" to .002"
- Bearings hardly worn. No play in wrist pins.

Your Allis-Chalmers dealer can cite you many such examples. He will also be glad to show you how this dollar-saving difference can work for you. Write for Case Study No. 19 for more details on the Jacob Ruppert story. Allis-Chalmers, Milwaukee 1, Wisconsin.

BH-170

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We take over all of your present truck and maintenance problems, help you reorganize your truck facilities and personnel. We supply you with new vehicles, engineered and painted to your exact requirements, or will buy and recondition your present fleet.

• THE ADD-A-TRUCK PLAN

As your business expands, don't use vital capital for more trucks, *lease* new ones as needed.

• THE TRUCK RETIREMENT PLAN

As each truck in your fleet needs replacement, instead of buying a new one, *lease* it. In a few years all your vehicles are leased.

• THE PILOT PLAN

Instead of switching from ownership to leasing in all locations, select one location (or division) for a "pilot" operation using full-service leased trucks, comparing costs and headaches with trucks which you still own and maintain.

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LEASE FOR PROFIT—NATIONAL LEASE full-service truckleasing supplies everything—but the driver. Licensed, insured trucks, engineered and painted to your needs, garaged and expertly maintained. **ONE** invoice, **NO** worries. Devote your full time, **ALL** your capital to your own business!



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... Your Department

(Continued from Preceding Page)

serving the customer—customer orientation. We see our marketing division as a sales generating force, and our transportation department as a sales satisfying force.

We believe that we are closely allied with the marketing concept, and certainly direct all our efforts to that end. My own opinion is that distribution is a counterpart of marketing, therefore can work very well within or in conjunction with a marketing division.

It is more important that the distribution manager be given the responsibility and commensurate of authority from his management to deal with the problem of material and product flow. That he have sufficient recognition from his management to enable him to do the job in the manner in which he is capable.

Finally we go to the last important factor in organization for distribution. "Who should be in charge of distribution organization?"

In the opinion of one distribution executive, the traffic manager today has an excellent opportunity to step into this new management position. He thinks this way because of the relative portion of cost transportation bears to the other factors of distribution. Basically, transportation is the largest cost segment in the distribution scheme.

But, because so many of the men in this field have isolated themselves from the other areas of distribution, they are finding themselves in a rather precarious and difficult position. It is not enough to know traffic and transportation. Instead a man should be a good administrator, with a working knowledge in all parts of the distribution function. Administrative ability, more than any other qualification, is the key.

The traffic manager, with his highly technical knowledge, may find that he has painted himself into a corner, and the door is on the other side of the room. For this reason, many of the progres-

sive men in transportation have broadened their outlook on the movement of goods. The traffic manager is a natural, provided that he can convince his management that he has the qualifications to accept the overall assignment. It behooves the traffic manager to continue training and experience in the areas in which he is inexperienced. This candidate must learn to appreciate the corporate concept, finance, marketing sales, and production, to be able to balance the corporate needs in decisions based upon facts and sound thinking.

Organizing for distribution is still in the pioneering stages, but from the case studies and corporations that have successfully initiated this type of management, there seems to be greater efficiencies and pinpointed responsibility for the movement of goods. If competition adopts the distribution concept, it is almost certain that a company may be forced to resort to distribution management to maintain its sales position. •



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- COVERAGE
- DEPENDABILITY
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- COURTESY



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OUR 43,217,970TH EGG

Give or take a few thousand, this is the number of precious turkey eggs shipped to hatcheries around the nation by the Airfreight Specialist— Flying Tigers. As midwives to turkeys for 15 years, we carry more turkey eggs than any other airline. □ Why? Experience, of course. But more important, care. Care in the gentle way we load and unload these fragile gobblers-to-be. Care in the way we keep teletyped tabs on each shipment till it reaches its destination. □ The truth is, Tigers care about any cargo they put on their planes. Whether it's got "fragile" written on it or not. Call the Airfreight Specialist for careful follow-through on your next shipment.



FLYING TIGER LINE

THE AIRFREIGHT SPECIALIST



Containers on the Seaway

THE LARGEST containerized shipment to move through the St. Lawrence Seaway was loaded aboard the S. S. Leapaul recently at Muskegon.

Destined for Hamburg, Germany, it consisted of 11 automatic pinsetters. They were shipped from the Brunswick Automatic Pinsetter Plant at Muskegon to Berliner-Maschinenbau, A. G., West Berlin.

Within the 11 containers were parts ranging in size from small bolts to 5-ft diameter pin wheels. West Berlin, where they will be assembled, is the pinsetter distribution center for Europe and the United Kingdom.

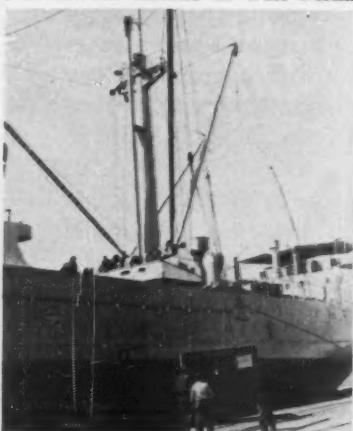
The decision to make extensive use of containers is a direct result

of cost analysis studies conducted simultaneously by the export department in Chicago and the company's West Berlin affiliate. The savings already achieved on the initial shipment confirm the projections made in these studies.

The all-steel electrically welded containers being used by Brunswick were leased for the duration of the shipment from International Cargo Container Corporation, Chicago sales representative for North American Van Lines worldwide container leasing service.

Container rental charges start when the containers are delivered. As soon as the containers have been emptied, the North American Van Lines agent in West Berlin is notified to pick them up, and

Containers are delivered by truck to a Brunswick affiliate in West Berlin



Overhead cranes are used to move the containers to outside shipping dock



the rental agreement terminates. A new rental agreement is made for each subsequent shipment.

North American has an already established network of nearly 300 agencies throughout the world that were set up to handle household goods, and new products. They are equipped with trailers and flat bed equipment to inventory, handle and deliver containers on short notice. North American Van Lines has 17 domestic container-rental terminal points and 18 terminal points in key European cities. Customer's needs are supplied by drawing upon a fleet of 4500 containers that are constantly interchanged from inbound to outbound shipment. From the time the containers arrive on Brunswick's loading dock, records were kept comparing the costs of containerizing this shipment with the costs incurred on shipments packed in wood crates.

Brunswick's first containerized parts shipment included a high percentage of costly parts that were vulnerable to salt-air corrosion and damage from rough handling. Total dollar value of the shipment was \$85,000. Containerization reduced the danger of rusting and provided maximum protection from impact damage. As a result, Brunswick was able to obtain lower marine insurance rates.

Because containers were loaded aboard ship in Muskegon, Brunswick was assured of a continuously consolidated shipment all the way to the delivery point. In the past, wood-crated export shipments have been delivered at Atlantic and Pacific coast ports and loaded on two or three vessels with a resulting costly delay in transit.

Brunswick Corp. was able to take advantage of lower ocean freight charges. Freight is paid only on the actual measurement of the contents of the containers at the specific commodity rate. The outside cubage of each container used in the shipment was 406.5 cu ft, and inside cubage was 359 cu ft. Choice of this container size was dictated by loading limitations of trans-Atlantic vessels able to pass through the St. Lawrence Seaway. Total weight of the merchandise being shipped was 90,000 lb.



COFFEE BREAK

It's an American institution, argued pro and con by businessmen, educators, labor unions and secretarial pools. Few argue with the coffee—it's the length of the break that affects productivity and profits.

For companies using industrial trucks, Hyster has a possible answer: make 'em want to stay on the truck!

Industrial designer Henry Dreyfuss and his staff spent hundreds of hours designing a lift-truck seat, for example, that is just right for the operator. Not

too hard, not too soft. Leg-room is another key to comfort. Whether the operator is five-foot-four or six-foot-four, he finds the controls perfectly located for easy, safe operation.

Take a look at pedals, steering wheel, load control levers. These trucks have been built by people who know the problems of the men who use them. We call it "human engineering." You'll call it profits. This is the line that sets the engineering pace for all lift trucks.

INDUSTRIAL TRUCK DIVISION—Lift trucks and attachments, mobile cranes, straddle carriers
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EXIDE POWER PACKAGE

Exide Industrial Marketing Division, The Electric Storage Battery Company, Philadelphia 20, Pa.



85 AMP-HR—ONLY 22^{5/8} in. HIGH!

Here's the new high in battery capacity for electric industrial trucks—the Exide-Ironclad TSC Battery. It is available right now and it will fit in the battery compartments of your present trucks without modification. It conforms to the design thinking for future trucks as expressed by truck manufacturers.

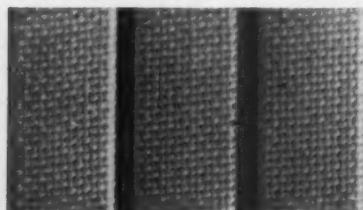
This battery offers a capacity of 85 amp-hr per positive plate—increased from the previous highest available capacity of 80 amp-hr in the Exide-Ironclad TGS—and still with over-all height of 22^{5/8} in. The

length and width dimensions of the battery are also unchanged. Therefore the new battery occupies the same space as present batteries.

A unique feature of the Exide-Ironclad Battery is the tubular construction of the positive plates. With the square-shaped tube, introduced over a year ago in the TGS Battery, Exide made it possible to get higher capacity from each positive plate through greater area in contact with the electrolyte.

Now, in the TSC Battery, Exide introduces woven mesh tubing, still square shaped, but with higher porosity for easier access of electrolyte. This new tubing is able to hold more active material, which, in addition to the higher porosity, results in higher capacity than ever before. The tubing is of a special nonoxidizing material of proven long life in extensive laboratory tests and field applications.

This increase in battery capacity has been achieved without increasing the height of the battery. Thus you can step up the work capacity of your present trucks without the extra expense of modifying the battery compartments. The Exide-Ironclad TSC is still only 22^{5/8} in. high. Likewise its specific gravity is still only 1.275.



New tubing boosts battery capacity

Side view of tubing magnified twice size shows the fine mesh with thousands of pores for easy flow of electrolyte. Holds active material firmly against loss.

Hence battery life potential remains high.

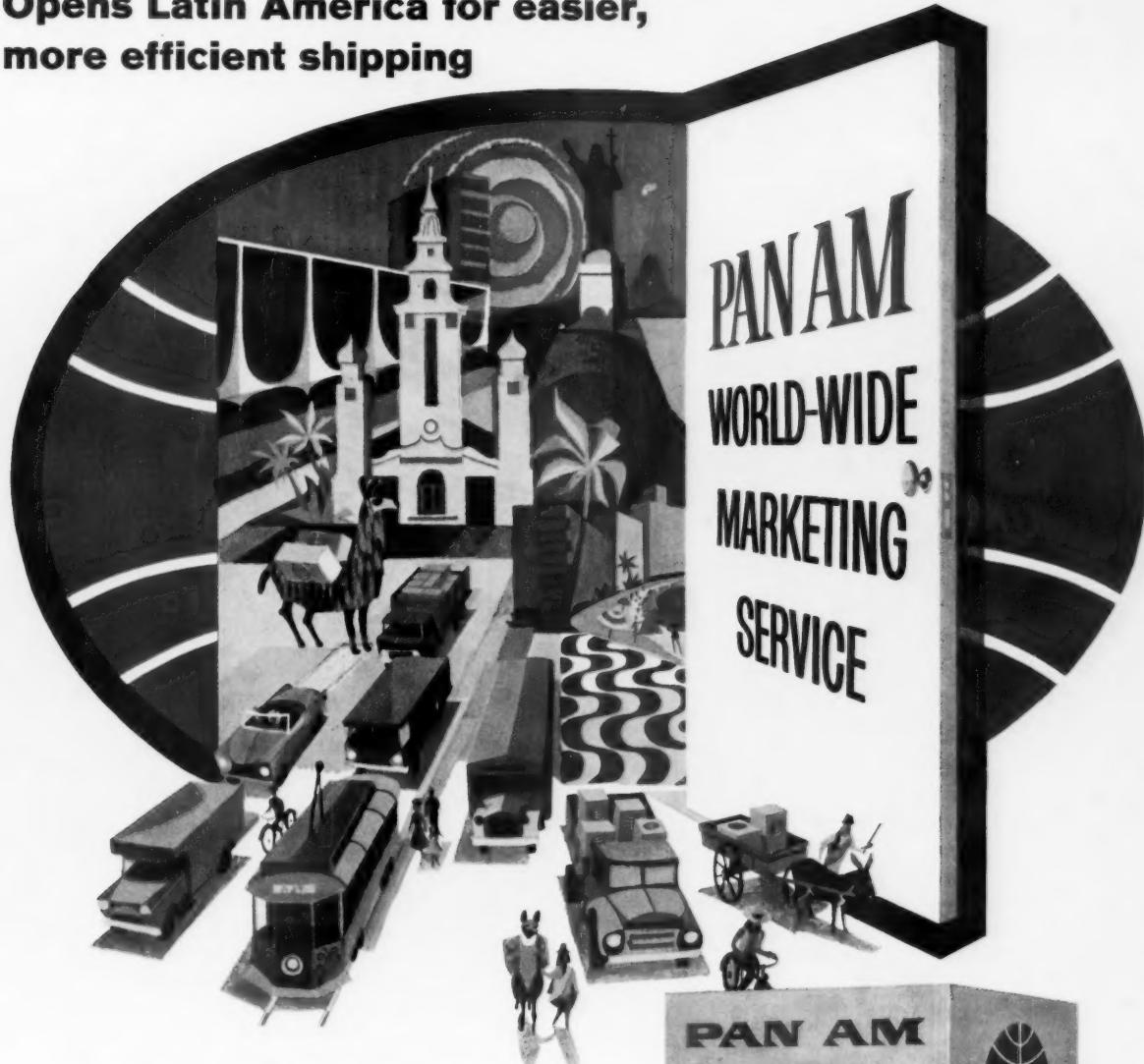
With the introduction of the Exide-Ironclad TSC, Exide now makes it possible for you to match your particular battery power requirements more closely than ever. If you are ready to buy a new truck or new battery now, talk with your Exide representative about how you can get the maximum power for your dollar.

Only Exide offers so broad a range of battery types: Exide-Ironclad, Exide-Powerclad premium flat plate, and Exide Nickel-iron alkaline (invented by Thomas A. Edison). Exide chargers are available in both motor-generator and silicon rectifier types, in sizes to cover all needs. Exide service men are coast to coast, all factory trained in both batteries and chargers.

Make sure you get maximum economy in your battery power. Write Exide Industrial Marketing Division, The Electric Storage Battery Company, Philadelphia 20, Pa.

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*Trade Mark, Reg. U. S. Pat. Off.

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More flights direct to more major markets by the world's largest, fastest overseas air cargo fleet!

- Fastest delivery overseas, from 15 international gateways in U.S.! Plus faster ground procedures.
- One source for documentation, plus world's largest international truck-air system, cuts transfers, red tape.
- More space, more speed! More all-cargo planes and over-ocean Jets.
- Rates lower than ever! In more and more cases, distribution by Pan Am costs less than by surface.

PAN AM CARRIES MORE CARGO TO MORE PLACES THAN ANY OTHER AIRLINE

Call your cargo agent, freight forwarder or Pan Am office.

WORLD-WIDE REPRESENTATION

More American and English-speaking personnel to represent you and your shipment overseas!

- You get 114 world-wide offices—at no extra cost! Your shipment is handled the way you want.
- An American viewpoint on the spot from American-trained personnel with local market know-how.
- World-wide contact service! Pan Am's integrated sales/service organization takes the hitches out of world shipping.
- World-wide follow-through makes world's surest delivery!

**REPORT
from EUROPE**

By John Grindrod
European Correspondent

Swedish buoy handles cargoes at sea

THE SWEDES have a new terminal buoy. It facilitates the loading and discharge of most liquid cargoes from tank ships of any size, capacity.

In addition, the Imodeo buoy can be adapted for the transfer of certain solid cargoes. It can store liquids and discarded spill oil—a danger to fish and animal life.

Basically, the buoy is a large circular structure, not unlike a ship's buoy, firmly secured to the sea bottom by anchor cables. This permits submarine pipelines to pass through it. It is so constructed that a ship moored to it by bow or stern can swing 360 deg around it, always heading into the wind or current, whichever is the stronger. This lets the vessel withstand gales up to hurricane force in greater safety

than that provided by a quay, existing off-shore stations, or its own anchors.

To moor a ship, a heavy bridle is passed from the ship to the buoy where it is secured to a specially designed hook. The buoy's hoses are coupled to the ship's loading or discharging connections and the cargo transfer proceeds through the submarine pipeline.

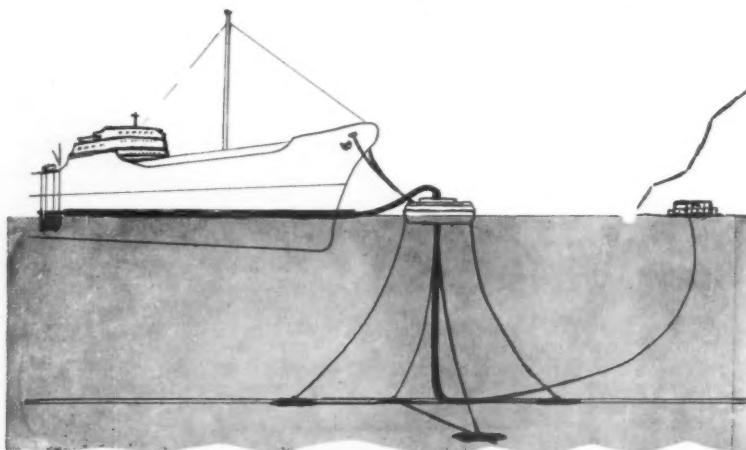
The buoy is made in several shapes and sizes to fill specific requirements, one of 12.5 m (41.01 ft) diameter being able to accommodate the largest ships now in service or contemplated. In most cases, the ship's own pumps are adequate to transfer liquid cargo to the shore, though at extended distances additional shoreside pumps may be employed. In load-

ing moored craft from the shore either pumps or gravity flow may be utilized. Under normal conditions, multiple hoses to the shore as well as multiple couplings to the ship can be provided. The lines are mounted in multiple swivels and can supply or discharge several different products or grades of the same product simultaneously.

Capable of being located as far from the shore as required, the buoy can be installed in waters not protected by natural or artificial harbors. It can be placed anywhere where the depth of water is sufficient for the draft of vessels using the station. In restricted waterways where a 360 deg swing is undesirable, the ship may be held in place by an additional small bow, or stern mooring buoy, or the vessel's own anchor.

Among the advantages claimed for the buoy are round-the-clock availability; direct delivery of liquid cargo without the use of docks or harbors making possible delivery close to factory sites, providing access to new areas for industry; savings in real estate, overhead and operating expenses; the release of valuable dock space for other purposes; reduction in vessel's waiting time for loading or discharging facilities; reduction in shore pipelines required; reduction of fire hazards in congested or populated areas; less risk of collision in crowded harbors; prevention of harbor pollution; possibility of land storage away from populated areas; might provide fueling bases highly resistant to enemy attack in time of war. •

Imodeo buoy was evolved by AB International Marine and Oil Development Corp. The first such buoy was built at Helsingborgs Varfs AB, Helsingborg, Sweden



CONVERT YOUR PALLETS TO PORTABLE RACKS THIS EASY WAY...



Pat. No. 2,828,932; Pat. No. 2,828,933 & Pats. Pending

With TIER-RACK Frames... No Nuts, Bolts or Fixtures!

Almost as fast as you can say "warehouse portability," two interchangeable tubular steel frames snap onto your regular warehouse pallet, creating a lightweight, portable rack that supports thousands of pounds.

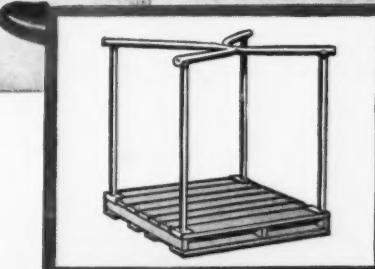
Two curved pins lock the frames rigidly at the top. In seconds, you have a portable rack...without special parts or attachments of any kind.

These portable Tier-Racks enable you to operate with fewer aisles, use all your "air space," and alter your layout as fast as warehouse conditions change.

See how you can gain more storage space in your present warehouse...plus portability, too.



TIER-RACK CORPORATION
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Send for
Free Brochure
No. DA 11-61



Somewhere near you...

there's a man and a forklift . . .

not an ordinary man . . . not an ordinary forklift. The man is an experienced Clark service technician. The truck is a Clarklift . . . sometimes misused, sometimes abused beyond reasonable limits. Still it keeps lifting, hauling, storing.

The man is adding the priceless ingredient to this workhorse of the warehouse. The ingredient is service . . . Clark Planned Maintenance at the job site, Genuine Clark Original Equipment Replacement Parts. Service goes with the sale of every Clarklift whether it be in San Diego or Montreal; Collier City, Florida or Deep Creek, Washington. It's the added value you can measure. It's the best reason in the world to buy Clark.



Industrial Truck Division
CLARK EQUIPMENT COMPANY
Battle Creek, Michigan



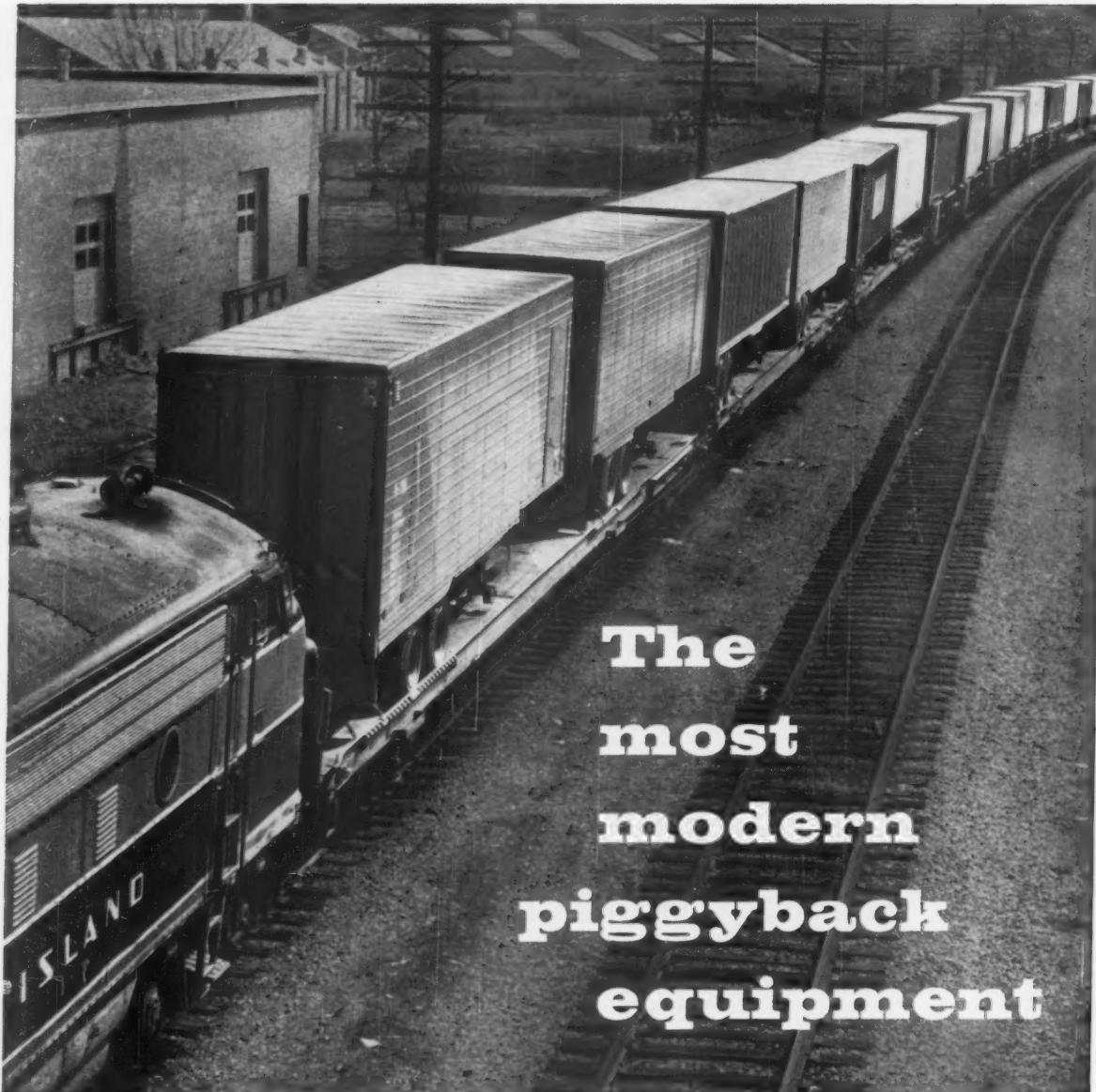
CLARK
EQUIPMENT

ORIGINAL EQUIPMENT
REPLACEMENT PARTS

CLARK
EQUIPMENT



*For complete information
about Clark Added Value Service,
contact your local
Clark Dealer.*



The
most
modern
piggyback
equipment

...another good reason for shipping Rock Island

The effectiveness of your piggyback shipment depends largely on the efficiency of the equipment that's used. In the past two years, the Rock Island has added 300 new cars specifically designed for piggyback service—all embodying the latest engineering developments—for a total fleet of 565 piggyback cars. This equipment means that all trailers can be loaded without modification...tiedown is faster and more secure...loading and unloading time is cut.

Rock Island combines the efficiency of these new flat cars with extensive piggyback experience. Just one result of this combination is a new trailer hitch designed to expedite your shipments

by cutting trailer handling time to less than three minutes. It was developed by employees of the Rock Island Motor Transit Company with knowledge gained through broad experience in both rail and truck transportation.

So when you ship piggyback, ship via the dependable Rock Island. Get the benefit of equipment engineered to meet your requirements...plus the services of experienced, conscientious personnel...plus strategically located loading and unloading ramps...plus a shipping plan that best fits your needs. Your Rock Island traffic representative will help you put this effective combination to work. Call him, or consult...



ROCK ISLAND LINES

A. J. FERRELL
Freight Traffic Manager
La Salle Station, Chicago 5

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New frontiers in distribution

Progressive management, aware of the tempo of the times, is devoting hard study to the factor of distribution, Commerce Secretary says in calling for a renewed effort from industry

By Luther H. Hodges, *U.S. Secretary of Commerce*

THE SCIENCE of distribution today faces a challenge — a challenge it must meet head on if it is to maintain and develop its role in the free enterprise system.

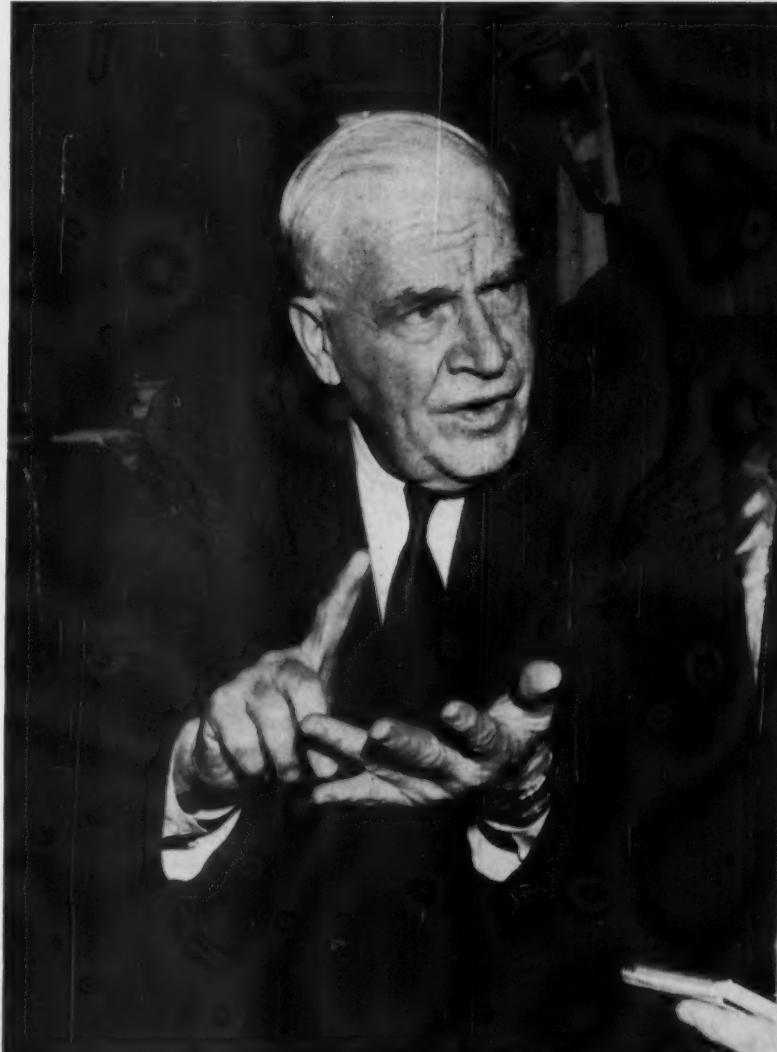
That system itself is engaged in a critical contest with the Communist world. It will need the best brains, the most advanced technology, and the most dynamic energy to enable it to triumph.

The competitive struggle goes under the name of "cold war," but there is nothing "cold" about the intensity with which it is being waged; and the stakes are far greater than those for which nations in the past have come to grips on the field of battle. The military mind regards distribution as the science of logistics, without which no army can be moved, no supplies transported, and no wars won.

The Business Cycle

To the civilian business mind, however, preoccupied with serving man's economic wants and comforts, distribution is one of the keys to successful economic enterprise. For what does it profit a producer if his goods pile up in his factories, warehouses, and farms and do not find their way to the consumers for whom they are designed? Production plus distri-

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New frontiers...

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bution—that is what completes the business circle.

Current business prospects have brightened, and purchasing power at home and abroad is at peak levels. Opportunity is rapping on the door—if you lend an ear. We have emerged from the cellar of recession and, though we have a long way to go before we are “kicking out the roof”—as some of our allies in Western Europe are doing—we have begun to see daylight.

On my recent trip to Europe, I had occasion to visit a German auto plant which sells part of its output to the U. S. market. I learned that American steel was being used even though German steel could be produced more cheaply. But the management preferred the quality U. S. steel required in their operations.

I also discovered German plants using American machine tools in preference to their own—only because U. S. tools were available promptly on order. Better distribution was the key to the sale! People overseas not only can afford U. S. products—they often will buy them because we can make deliveries faster and more economically than their own plants can.

GNP May Rise

Here at home our gross national product, estimated at a rate of about \$527 billion in the third quarter of this year, may rise to \$540 billion by the end of this year for a gross rate of about 8 per cent since the first of the year. Purchasing power, in the form of disposable personal income, is at an all-time high. Orders and sales by manufacturers are picking up.

Corporate profit and business spending for new plants and equipment are also on the way up. Corporate profits rose \$5½ billion in the second quarter to \$45½ billion annual rate, and the pros-



pects are that by the turn of the year they will crack through the \$50 billion level for a new high. Capital spending is expected to climb from a \$34.8 billion rate in the third quarter to a \$35.9 billion rate in the fourth quarter of 1961.

But the present encouraging recovery must not lull us into thinking that we have put our economic problems behind us. Individual unemployment continues at an unsatisfactory level despite other signs of brisk business improvement. We still are a long way from achieving our economic goals of full profitable production and full gainful employment.

Economic Growth Lags

The truth is that for the past several years our rate of economic growth has been lagging, with a growing gap between our output and our capabilities. From 1941 through 1960, our gross national

output—the market value of our goods and services—increased at an annual rate of 3.4 per cent a year, measured in constant dollars.

In contrast, GNP in the Federal Republic of Germany, in constant prices, advanced at an annual rate of 10.7 per cent between 1950 and 1957. In Italy, the growth rate was 8.5 per cent a year; in France 6.6 per cent. The average for all OEEC countries in Europe was 4.6 per cent for the period.

Many of the countries of western Europe, because of their rapid growth, have a surplus of jobs and little or no unemployment. In our country, despite the pace of the current recovery the employment rate, although showing some improvement, continues high. We hope to get down to a rate of 5½ to 6 per cent by the year's end. We are planning for a “tolerable” rate of 4 per cent.



This article, calling for renewed vigor on the part of industry in dealing with the problems of building a strong and healthy economy for the U. S., was developed from an interview of the Secretary of Commerce by A. W. Greene, DISTRIBUTION AGE editor. Its message is tailored to the distribution industry—the DISTRIBUTION AGE reader.

In this and cover picture the Secretary of Commerce is interviewed by Editor A. W. Greene on future of business

Another troublesome problem has been our balance of payments position. The outflow in our gold reserves, recently a source of much concern, has been halted and the deficit in our balance of payments has been reduced on an annual rate basis. Here again, this is not to say, however, that the basic problem has been solved.

From a program to narrow the "dollar gap" in favor of other nations in recent years, we are now pursuing measures designed to narrow the gap in our balance of payments. In addition, to promote an expansion of exports, the Department of Commerce is taking the lead in a national effort to encourage foreigners to visit the USA. Also, we are calling the attention of foreign investors to the opportunities for profit in the American market. Through these and other measures we hope to overcome the deficit.

By vigorous measures, the administration is seeking to impart new momentum to the economy; and we in the Department of Commerce are actively engaged in a broad-scale program to promote a favorable business climate for economic growth. Among the measures we are aggressively pursuing to foster economic growth, in addition to those above, are export expansion, plant modernization, area redevelopment, and scientific research.

Goal Attainable

We believe that our economic goal of full employment, rapid growth, and price stability are attainable if government, business, and labor collaborate in a truly national effort.

Despite propaganda to the contrary, this administration is not anti-business. It could not function effectively without the sup-

port of business, and it recognizes its obligations to take every possible action, consistent with the public interest, to promote the growth and prosperity of business.

But government is not all-knowing or all-powerful. In our economy, private enterprise, as the star performer, must carry the ball.

Distribution has a big share of this job. In our complex society, methods of doing business must change with the times if the return to management, workers, and investors is to be worthwhile. That is why billions of dollars are being spent annually on research and development—our fastest growing industry—to seek new techniques, new ideas, new products, and new services to enrich our civilization.

Improve Technology

To maintain and improve their position in the increasingly competitive situations they will find themselves in at home and abroad, U. S. businessmen must improve their technology and productivity. They must cut manufacturing and distribution costs.

Progressive management, aware of the tempo of the times, is de-

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voting hard study to the factor of distribution. The fruits of applied research are being employed to speed up and improve the distribution process and to control the costs of doing business. New developments in transportation, innovations in materials handling, and time-saving methods in trimming paper work and identifying cost elements are some of the encouraging signs of progress in the march of distribution to its new frontiers.

We cannot be satisfied with less than the best effort we are capable of making. Side by side with research and development must come increased productivity and modernization in our productive plant. Far too great a proportion of our manufacturing equipment in the United States is obsolete and suffers sharply in comparison with the efficient, modern plants I saw recently in Western Europe.

While other industrial countries

have replaced most of their plant and equipment since the devastation of World War II, we have been content to operate for the most part with equipment nearly half of which was installed before or during the war. How can we maintain real wages, and at the same time reduce unit costs, without modernizing capacity and increasing productivity? That is why we support the President's tax investment credit proposal to provide new incentive for expanding industrial investment this year.

In the mass markets of the modern world, scientific distribution may well turn out to be the margin of victory for the free enterprise system over the totalitarian way of doing business. There is great need for many segments of the business community to improve analytical and administrative techniques that will enable them to exercise greater

control over costs and identify the most profitable aspects of their operations.

New Techniques Needed

Through the President's Advisory Committee on Labor-Management Policy, the administration is seeking to promote a realization by all elements involved of the desirability—nay, the necessity—of maintaining price and wage stability in the challenging and difficult periods ahead. "Horse and buggy" methods of conducting business must be discarded and new techniques developed from careful study and testing must be adopted in their place.

Dazzling as the achievements of the Soviet may be in the realm of space, they should not blind us to the fact of their economic gains around the globe. Their financial aid and trade deals and their political infiltration of newly developing nations seeking to leap into the 20th century in terms of food, clothing, shelter, and industrial development for their people also are a challenge to us. Our national interest and our international obligations do not afford us the dangerous luxury of leaving a vacuum for the Soviets to fill.

Against this background of prolonged economic competition, business, labor, and government must team up for the common good. We can maintain our world leadership by pulling together to develop the full potential of our resources of men and machines. And we have a priceless asset—our belief in human dignity and political freedom.

We cannot hope for national greatness, for economic growth and prosperity, and for continued world leadership if we rest on past laurels. Cooperating together—labor, management, and government—we can meet the challenge of the sixties and write a glowing page in the history of our country. Let us get on with the job! •

Containerized Mail Shipments



An experimental load of boxed mail on a Santa Fe flatcar. Containerized mail shipments are being tested jointly by the U. S. Post Office and the Santa Fe railroad. Clark Equipment Company's Brown Trailer Division is supplying the containers for the test. The shipments are presently being hauled between Kansas City, Mo., and the San Francisco Bay area

DELEGATES, representing 63 nations at the International Cargo Handling Coordination Association, were of the opinion that the transportation industry from now on has to gear itself to the demands of international commerce.

Demands like containerization and international standards will have to be attended to in the face of rising costs of labor, production and distribution.

Distribution costs generally range from 5-35 per cent of the total cost. F. S. Macomber, partner of A. T. Kearney & Co., spoke on "Economics of Distribution Costs in the Construction of Consumer Prices." He said that distribution costs have gone up because physical distribution of the product to its ultimate market has not been given a nearly comparable amount of technical attention and research.

Again, he added, that the old "gang concept" in assigning a work force has not been eliminated by the common carriers. "Thus common carrier truck line often incurs more cost at terminals than from the entire line haul operation between cities."

R. P. Holubowicz, of the Port of New York Authority, set out to change the economics of distribution, in a paper prepared by the U.S. national committee of ICHCA. He ushered the coming of a portless port as a port of the future.

According to him, in the port of the future all the auxiliary operations such as sorting, inspection, storing and packaging will be eliminated. These activities will take place in areas to which most of the cargo is consigned. The container terminal of the future will be a highly mechanized facility at which automatic equipment, like belt conveyors or pipelines, will effect the transfer between vessel and transit storage area.

But I. S. Lloyd, chairman, United Kingdom National Committee of ICHCA, pointed out that "we face real and practical difficulties in attempting to mount

Cargo Handlers Review Foreign Trade's Demands

International Cargo Handling Coordination Assn.

examines problems of containerization and port operations in effort to revitalize the industry

any full-scale long-distance container operation in U.K.

"First, most of the major liner trades are long distance routes on which the container operation does not suit the homeward trade. Secondly, our trades invariably involve multi-port loading and discharge.

"Third, dock labor in the U.K. has a notorious record of hostility to technological innovation. Fourthly, shipping and manufacturing in the U.K. has not the exposure to piggy-back and the advantages of door-to-door container transport. Fifth, less productivity consciousness in the realm of transport." To add to that are the elaborate institutional arrangements preventing efficient operation.

As a solution to this problem, Deodat Clejan, general manager, piggy-back division, General American Transportation Corp., speaking on "International Implications of Containerization," emphasized standard sizes for containers. He also put forth "the idea of the container pool" to solve the problems created by containers outside the territory of the originating transportation agency, reduce empty hauls, solve complex problems of financing, maintenance and interchange.

Finally, Clejan added, that the creation in Europe of an over-all service for the delivery of containers in international trade

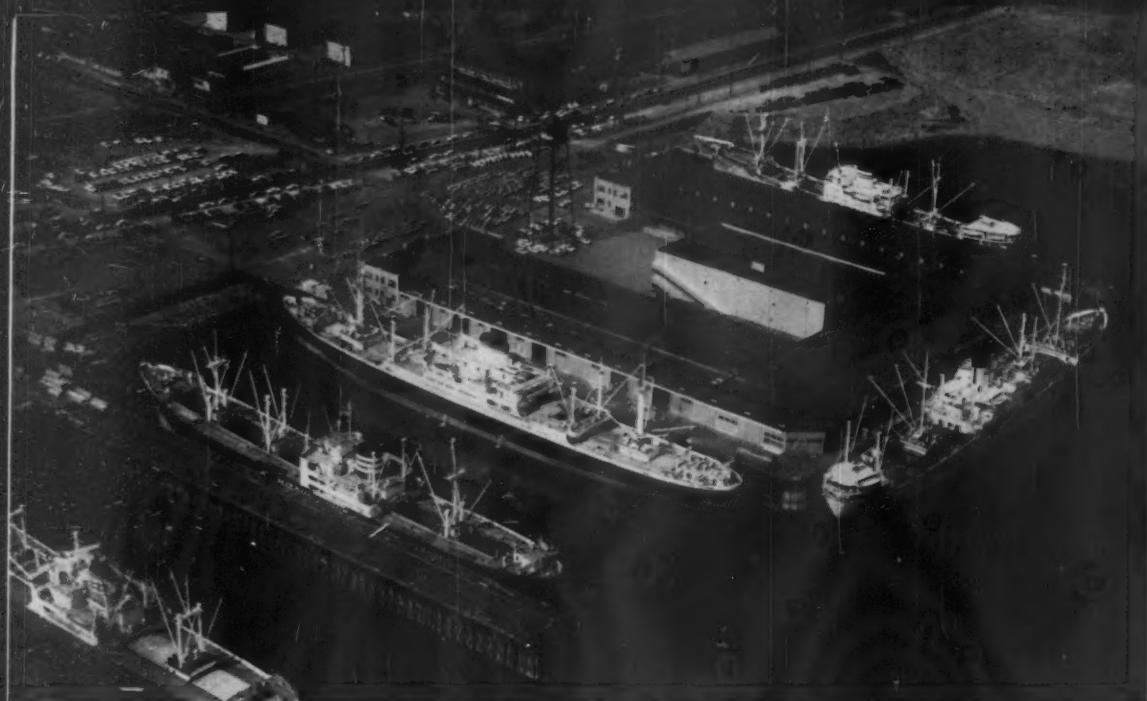
should also be encouraged. It becomes difficult to deal individually with European railroads, truckers, and administrations due to lack of standardization.

The emphasis in Europe, contrary to the practice in the U.S., he said, has been on door-to-door container service with small containers. The largest size of which is the minimum size of American van containers.

Jerome Slater, vice president and secretary, Container Transport International Inc., repeated the view that "containerization is certain to flourish in an atmosphere where customs barriers are being leveled, where standardization of techniques, regulations, procedures and physical equipment is encouraged."

Edward A. Whitehouse, export-import traffic manager of Olin Mathieson Chemical Corp., said "the growth of containerization in ocean shipment may mean the de-emphasis of out-ports and the concentration of cargo operations in a few centrally located port areas."

Geunter Kittel, general parts manager of Volkswagen of America, Inc., said that they adopted containerization for shipment of parts to U.S. The additional cost of containerization was offset by the elimination of a variety of wooden boxes, and the elimination of nailing, marking, and strapping operations. •



Terminal No. 2. The grain loading gallery at Pier 4 has been improved under the plan

PORTLAND . . .

Growing port of the Northwest

This port with modern drydock and storage facilities is destined to serve the growing economy of Oregon and the Columbia Basin

THE PORT of Portland is an important gateway to the growing industrial empire of the Northwest. Through its facilities stream such imports as burlap, twine, coffee, iron, and steel.

Indicative of the port's growth is the fact that all of these commodities registered major increases in the past year.

Ores and concentrates, however, are the port's largest single imported commodity.

Portland, in 1960, made gains in imports, and domestic (coastwise and intercoastal) outbound shipments. Both inbound and outbound movements in the Hawaiian trade rose. The overall tonnage in and out for 1960 was 9,102,406. In 1958 this figure was 8,087,471.

The Commission of Public Docks, created by the City, publishes tariffs covering the rules, regulations, and rates for services of all public terminals. In addition, it builds and operates terminals, berths ships, loads and unloads cargoes, and studies terminal materials handling problems.

In contrast, the Port of Portland Commission is a state agency. With the Army Corps of Engineers, it maintains the ship channel. Towboat and dredge services along with the operation of ship repair facilities are assigned to this group. Within its responsibility is the operation of the Portland International Airport.

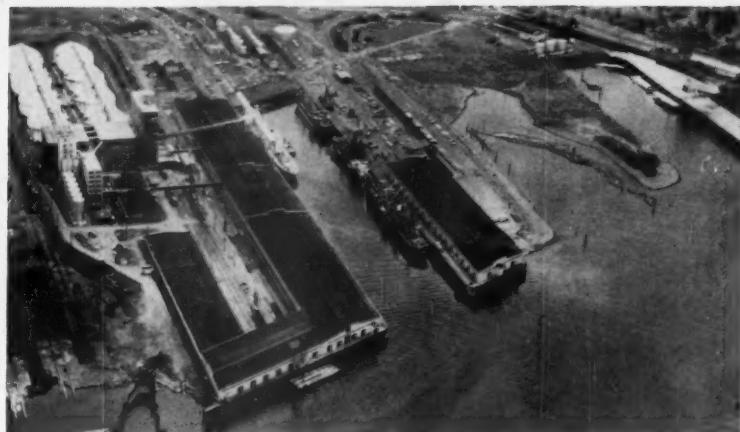
Carriers

Portland is served by the fol-



By Warren E. Crane

Portland scene shows the railroad and shipping facilities on both sides of the Willamette River. Swan Island, in the river, offers waterfront storage, and dry docks



Terminal No. 4. Left, a grain elevator. At right is site of bulk cargo discharging pier. Far right, loading pier for coal, sulphur

Terminal No. 1. Aerial view of the Commission of Public Docks in Portland, Ore., has been provided with four modern transit sheds



lowing railroads: Southern Pacific, Union Pacific, Great Northern, Northern Pacific, and the Spokane, Portland and Seattle Railroad (owned jointly by the Great Northern and Northern Pacific). It is also served by 33 interstate trucking companies that are common carriers, as well as 44 public warehouses, five of which are bonded.

The Commission of Public Docks of Portland is constructing a \$3,700,000 bulk cargo discharging pier at Terminal 4. Recently completed, it has been in service since July 1, 1961.

This new giant tower will have a straight line unloader that will be able to unload bulk cargoes at a rated capacity of 900 tons per hour. It will serve deep-draft ships and also provide large barge berths. Inbound bulk commodities can be delivered directly into rail cars, trucks, or into stock pile areas.

The Dock Commission's modernization and improvement program has been completed recently. Terminal No. 2 general cargo facilities have been rehabilitated. The grain loading gallery at Pier 4

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PORTLAND . . .

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and the bulk loading pier at Terminal No. 4 have been improved. In addition, Terminal No. 1 has been provided with four new modern transit sheds.

Terminal No. 4

Two giant marine pneumatic conveyors at Terminal No. 4 draw up as much as 12,000 bu of grain per hour from barges into the elevator for processing and subsequent export. The pneumatic conveyors work on the principle of a big vacuum cleaner and require a minimum of human labor in discharging full barge loads in just a few hours. The elevator at Terminal No. 4 has an 8,000,000 bu capacity. It is leased by the Commission of Public Docks to Cargill Inc. Recent improvements in the facility include expansion of storage capacity by 6,000,000 bu; a new loading gallery which has a delivery capacity up to 1200 tons per hour; a rail car tipper which unloads full cars in about six minutes; a new millwright shop; four additional washers and a complete new dustproof system. A truck dumper provides for rapid unloading of trucks.

At Terminal No. 4, there is an efficient tank farm leased to the Pacific Molasses Co. Molasses is imported in tankers and distributed inland for cattle food. The Quaker State Oil Co. maintains its Pacific Northwest packaging and distribution center for lubricating oils in a Portland terminal.

In the last ten years, 1951 through 1960, 478 new industries have invested in excess of \$24,000,000 in plants and equipment in the Portland metropolitan area. Expansions of existing industries numbered 523 with nearly \$120,000,000 having been spent on plants and equipment in the ten-year period ending with 1960.

In a like period, Chamber of Commerce figures show new construction and expansions of warehouse and distribution facilities totaling some 445 individual projects in the area. The dollar investment in these facilities was in excess of \$83,000,000. •

THE MAIN discussions centered around the growing importance of the problem of physical distribution at the 38th Annual Meeting of the Associated Traffic Clubs of America.

Edward B. Heilbrun, president of the Traffic Club of Philadelphia, and director of traffic for the Budd Co., welcomed the delegates. Warren W. Brown, assistant vice president of the Western Pacific Railroad at Chicago and executive vice president of the association took the chair and opened the traditional traffic club clinic.

Rhodes C. Berrey, vice president-traffic, United States Gypsum Co., Chicago, opened the clinic with a talk on "Industrial Concept of Physical Distribution." According to him, the proper place in a corporation for physical distribution management was "with the head of the traffic and transportation department." Physical distribution under one department would help coordinate all activities between the production line and the customer. With proper management approval sales consciousness could also be infused together with operating consciousness to save the transportation dollar.

E. C. Taylor, vice president of cargo sales and service for American Airlines, expressed the view that "traffic executives are the obvious company executives with the best corporate posture and visibility to lead the way." He cited how air distribution was acting as a new effective marketing tool. He gave a few definitions that may determine products for air distribution. They were: When the value per pound is \$1 or more; when the product is a stock item, and when the distance to market by surface transportation is in excess of 48 hours. He, however, said that it is wrong to "promote the idea that air freight is a panacea."

The ATC Education Chairman Dr. Edmund A. Nightingale, professor in the School of Business Administration, University of Minnesota, said that salesmanship on the part of the carrier people has been lacking. Therefore, in addition to distribution management, the clubs might well consider orienting its members in the importance of "transportation of salesmanship."

ATC Spotlights Physical Distribution

Distribution management fits into company structure with head of traffic department, speaker tells delegates at Annual Meeting

Dr. Charles F. Ziebarth, professor at the University of Oregon, said that transportation and traffic offerings at universities were very much weaker than marketing subjects and "we will have to keep that in mind in dealing with educational work for distribution."

Kenneth J. Sutherell, of Sherwin-Williams Co., and president of

the Traffic Club of Cleveland, said the club was sponsoring a study group for the American Society of Traffic and Transportation examinations. He expressed the need for men who will be interested in getting into college to study transportation. This was only possible, he said, if the industry created promotion possibilities and the colleges offered courses of study that industry and the students wanted.

A report on the ATC insurance program was made by Floyd C. Day, president of the Associated Traffic Clubs Insurance Corp., and John W. Costello, of Washington, D. C., who aided in the establishment of the corporation. Day reported more than \$250,000 of insurance in force. Costello said that the insurance offered was the cheapest because it was against death only. He urged the members to promote the insurance in their clubs. ATC is the single largest stockholder in the corporation.

Rear Admiral Joseph M. Lyle, commanding officer, Naval Aviation Supply Office, and president of the Philadelphia Chapter of the National Defense Transportation Association, spoke on "Transportation's Role in National Defense." He said that full appreciation in the government of the importance of transportation to the national defense was certain. He added that coordination of transportation facilities in peacetime would be necessary for a smooth operation during wartime. •

OPPOSITION to state certification of traffic managers was voiced by the American Society of Traffic and Transportation during its 16th Annual Meeting.

At separate meetings, the founder and the certified members voted opposition to a California bill which would make certification a state process. The society, for the past 15 years, has carried on its own examination program leading to certification. The feeling was expressed that the profession would not be improved by government certification.

Albert P. Heiner, vice president-public relations and traffic for Kaiser Steel Corp., Oakland, Calif., reported as chairman of the board. He said that the society is growing solidly. The most significant development of the year has been the growth of state chapters. He also pointed to the "Transportation Journal" as a new milestone.

The G. Lloyd Wilson Memorial Seminar, sixth in the series of conferences, preceded the Annual Meeting. Both were held in Philadelphia.

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AST&T Opposes State Certification

Regulation, distribution management, and EDP are studied in G. Lloyd Wilson Memorial Seminar. Growth of state chapters reported

delphia. The seminar was held at the University of Pennsylvania.

"Regulation of Transportation" was the topic for a panel headed by John H. Frederick, head of the Department of Business Organization, University of Maryland, and distribution consultant to DISTRIBUTION AGE. Frank L. Barton, deputy under secretary of commerce for transportation, saw a need for new vitality in the regulatory process. The appointment of good men and improved participation by the regulated industries were the two means cited by Barton for achieving vitality.

Gordon Locke, general counsel, Committee for Oil Pipe Lines, Washington, D. C., spoke of the growth of the pipeline industry under present regulatory policies. However, he stressed the interest of his group in a healthy transportation industry, transportation being a top consumer of pipeline-transported products.

Education is a key to improvement in regulation, according to ICC Commissioner Donald P. McPherson. He reviewed recent changes in the organization of the ICC made after much study. Future changes will be made as the need arises as a result of continuing study.

Present regulatory actions have produced "institutionalized frustration in federal regulation," Sidney L. Miller, Jr., assistant professor of transportation, University of

Pennsylvania, said. Recalling the many transportation studies, he commented on the lack of action. What is lacking, the speaker said, are "conviction concerning efficiency, the will to be efficient, and the courage to abandon the safety of protection and the privilege of inefficiency, and the courage to eradicate institutionalized frustration."

A. W. Greene, editor of DISTRIBUTION AGE, was chairman of the panel on "Distribution Management."

Philip Cannon, vice president, Barrington & Co., New York, spoke on how to organize under the distribution management concept. He said that too many functions of physical distribution are left "to fall between the chairs," creating "gray areas." He said that this has occurred because in many cases only the president could take the initiative to set up a distribution department. He will meet with resistance from other executives. A second reason for failure to eliminate the gray areas is that the traffic manager setting up physical-distribution functions will draw resentment from other company leaders.

O. H. Miller, director of traffic and distribution, Scott Paper Co., Chester, Pa., was the next speaker. He discussed the experience of Scott Paper Co. in distribution management. With the aid of an organization chart he explained

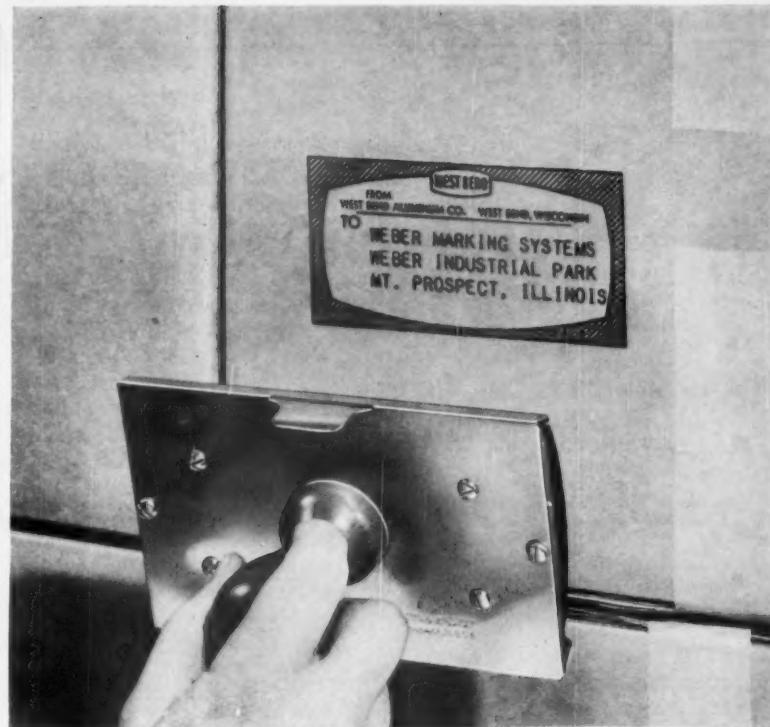
how the organization was tailored to fit Scott's problem.

Ross E. Jones, vice president-distribution for H. J. Heinz Co., Pittsburgh, discussed setting up a distribution department. He suggested that one start by drawing up rules. Then, he said, a simple outline of the program should be worked out to give management an idea of the proposal. This should be followed by a detailed description of the action. He said that transportation managers are the logical ones to organize physical distribution. However, they must be willing to cross boundary lines.

G. Lloyd Wilson, Jr., son of the late University of Pennsylvania professor in whose memory the seminar was held, was the fourth speaker on the panel. He is traffic manager for Rohm & Haas, of Philadelphia.

Wilson warned that physical-distribution management does not fit all situations. Listing its functions, he said that they are not new. They have been a part of business management courses in the past. He stated that transportation is a discipline which should stand on its own feet.

A panel discussion on "Electronic Data Processing" was chaired by Harold Koontz, professor of business policy and transportation, University of California, Los Angeles. Relating this subject to carrier and industrial traffic applications were the following: Donald Barth Brooker, W. A. Plugge, F. A. C. Wardenburg, and H. H. Young. Brooker is application specialist for the Computer Division of Philco Corp., Philadelphia. Plugge, director of technical reservation systems for American Airlines, New York, described the outlook in air transportation. Wardenburg is director of traffic for E.I. duPont De Nemours & Co., Wilmington, Del. Young spoke for the railroad industry, being the manager of customer relations for the Pennsylvania Railroad, Philadelphia. •



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Licensing for foreign manufacture

By Dr. Roland L. Kramer

*Foreign Trade Consultant
for DISTRIBUTION AGE
and
Professor,
Commerce and Transportation,
University of Pennsylvania*

**Licensing for foreign manufacture can
mean one of several operational changes
for your company and your department**

EVERY week at least one announcement is made of new licensing agreements between American and foreign manufacturers. What do they mean to the traffic department? How do they affect jobs?

The term licensing is used so glibly that unless it is carefully considered, it will convey no definite meaning. Among the areas to which licensing may apply are the use of models, designs, specifications, trade marks, technology, patents, and manufacturing processes.

We are discussing licensing for foreign manufacturing. A typical announcement of such an arrangement appeared in *Export Trade* of June 27, 1960:

Kelvinator International Corporation, a subsidiary of American Motors Corporation, has concluded a licensing agreement with Matsushita Electric Industrial Co., Ltd., of Osaka, Japan, for Matsushita to build Kelvinator-designed compressor assemblies for incorporation in its brand of household refrigerators. The firm will also build complete Kelvinator and Leonard brand household refrigerators for distribution in Asian Markets.

This announcement, says Matsushita, will build both compressors and complete refrigerators for Asian distribution. Shipments will be made from Japan. If Kelvinator

had been shipping these products from its factories in the U. S., such shipments would cease. The TM who had previously made these shipments would find that soon there will be none to be made.

Licensing for Patents

All licensing agreements are not of this type.

Another type assigns the right to use patents. This patent may be for a complete product or a particular part. If the patent covers the product, the TM's shipments of the item will cease as soon as patentee is able to put the patent to work.

On the other hand, some patent licenses for the manufacture of parts may call upon the patentee to ship these parts to the U. S. for use in an assembly. In this case, the TM's job may become that of an import traffic manager. As such, he may or may not be responsible for shipping from the foreign country. All matters of shipment may be taken care of in the country where the patentee is located. When the shipments arrive in the U. S., the TM may have the responsibility of taking delivery from the inbound carrier, arrange for checking of contents, payment of any bills for freight or auxiliary costs that may have been incurred, etc. The job of clearance through customs in the U. S. is very complicated;

the TM would be well advised to use the services of a licensed customs house broker.

Licensing Know-How

One type of licensing involves the use of some knowledge falling under the general heading of "knowhow." This may be a process or a technique or a procedure. For example, an American hotel company may license a hotel company abroad to use its techniques of operating hotels.

In this case, there is probably no likelihood of shipments being made, unless some equipment is supplied. The process, however, may be in the assembly or mixing process in the manufacturing line. Then it is more than likely that shipments of raw materials and/or parts would flow to the foreign licensee. This does not replace a domestic product as the license for foreign manufacture does and the license to use a product patent could. The nature of the shipments may change—finished goods would not move but equipment and raw materials may.

Licensing Trade Marks

Another procedure usually results in the displacement of the American made product in the foreign market. It is licensing trade marks. When a trade mark is li-

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Licensing . . .

(Continued from Preceding Page)

censed, it generally is to be applied to products made in the foreign country under specifications of the American company. However, there may be a need to ship raw materials and equipment to the licensee.

Licensing for foreign manufacture may take several forms. There is not always the result on the TM that is to be expected from the Kelvinator citation. Under many licensing agreements, there is still the necessity to supply raw materials and equipment to the licensee. These would move in greater volume while shipments of completed products to the market where the licensee is located would probably diminish. Therefore, licensing for foreign manufacture must be examined closely to determine its precise nature. It is a situation that calls for close attention but it does not mean that the traffic department is to be dismantled. Indeed, there may be a need to expand the traffic department to take care of the different kinds of shipments that may move and also the different kind of work to be performed in case products licensed abroad move to the U. S. market. •

Kitchen Clean Car



After carrying sodium tripolyphosphate, this stainless steel car was hosed down with water and dried before being reloaded with pure granulated sugar. In most other cases even cleaning the car between shipments was unnecessary. Built of newly developed United States Steel Tenelox stainless steel, the car, in its four-month hauling spree on the Southern Pacific Railroad network, has delivered cement, silica sand, blended malt, soda ash, industrial silica sand, sodium tripolyphosphate, granulated sugar, alfalfa pellets, and petroleum coke.



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The illustration above shows a small section of the six-line powered conveyor system used in the bonded warehouse section. From a materials handling standpoint, efficiency is gained from straight-line production flow from receiving to shipping.

Materials handling system carries product for profit

Faced with a choice of materials handling systems and knowing that a poor one would mean additional expenses, this management team wisely chose the best, got results

Small blocks of wood stuck to the floor show where goods are stored



WHEN management planned this new \$5 million Finished Goods Division one of the most difficult problems was what type of materials handling system to install.

Choice

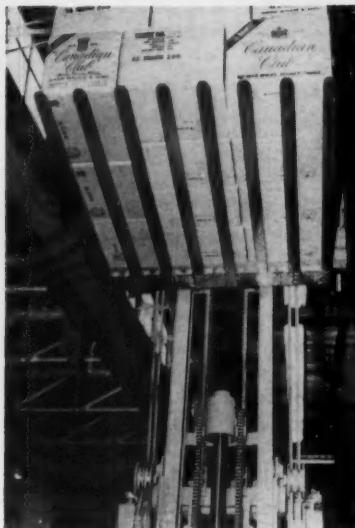
Should it be fixed conveyor lines supplemented by portable conveyors or a fixed conveyor and lift truck operation combined? The latter system was chosen because it afforded greater security of product and quality of appearance.

Located in two buildings, the 240,000 sq ft division of Hiram Walker and Sons, Ltd., is an in-

tegrated three-part unit consisting of receiving area, bottling room, and bonded warehouse and shipping area. The division made possible a doubling of production capacity.

From a materials handling standpoint, efficiency comes from the straight-line production flow from receiving to shipping, from the east end of the building to the west end.

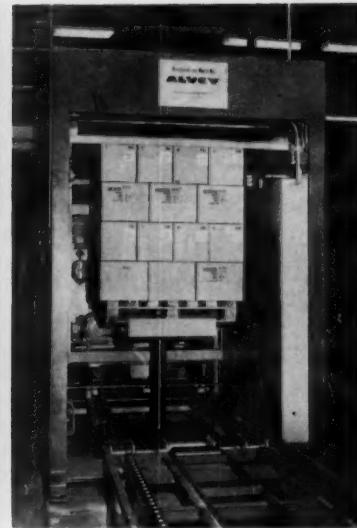
In-plant transportation of case goods by means of the combined conveyor-lift-truck-pallet operation through receiving, warehouse and shipping areas is strengthened by the accumulating conveyor system with its automatic



A fleet of 13 electric lift trucks serve bonded warehouse at shipping area



A loaded pallet has been placed in a vertical conveyor for the trip in the overpass



The illustration above shows a close-up of an Alvey automatic palletizer

palletization in the bonded warehouse section.

Dry supplies arriving at the receiving area consist of cases of bottles, labels, closures, federal and provincial excise stamps, and U.S. federal and state stamps.

They arrive both by transport and railroad box car. Unloading takes place at either the eight-truck capacity truck dock or the four-car capacity dry dock. These docks are inside the building. Spur track runs along the south side of the building.

The receiving of supplies, their handling, warehousing, and final shipping is the responsibility of one man. He is also responsible for distribution of supplies to areas of use and for storage of palletized loads and distribution in unitized loads.

Miscellaneous items received are hand palletized to meet bottling requirements.

Some shipments are unloaded manually and placed upon pallets although most arrive palletized. Depending upon production needs, shipments are either stored in receiving areas storage by electric lift-truck or carried to conveyor lines which feed supplies to the bottling room.

The plant has a fleet of 13 electric lift trucks, three are used in receiving, 10 work in warehousing and shipping.

Most cases (Canadian Club fifths) are stacked in storage, seven cases high per pallet, two pallets high. Each pallet holds 91 cases. Total number of cases stacked in any one pile is held to a maximum of 14 cases high by 16 across.

Receiving area storage capacity—100,000 cases of bottles—allows economical buying in mass quantities. Bottle inventory at any given time runs from 1½ to 2 million. Suppliers give from eight to 24 hour service on glass deliveries.

No final storage pattern has been established in receiving, but cases of bottles for the four high-volume Canadian Club bottling lines are always stored so they are most accessible to receiving-area conveyor lines feeding the bottling room. Individual cases from pallet loads are placed manually on these conveyor lines for transport to the various bottling lines.

Bottles arriving in cases at receiving are packed upside down, a method that permits quick dispatch to bottling lines. On the

four high-volume lines these cases are placed on the conveyors in an inverted position.

Two of these four lines are equipped with automatic unscramblers. They open the flaps of the inverted cases to permit the bottles to slide out and land on the conveyor line right-side up for transport to the bottling room.

Meanwhile, the now empty containers move via powered overhead conveyors to the far end of the bottling line, where they are filled again with full bottles of Canadian Club.

Cartons of closures travel via overhead conveyor lines to one of eight balconies located right above the beginning of each of the eight bottling lines. The closures are dumped manually into a hopper installed on each balcony. It feeds them automatically to the bottling line below.

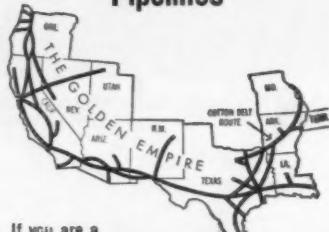
High Volume

There are eight lines in the bottling room. One of the highest volume lines, and the most completely mechanized, is No. 1 where Canadian Club is bottled both for Canadian and American markets and some overseas export.

(Please Turn Page)

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(Continued from Preceding Page)

Equipment installed on this line, in the order of its appearance is the unloading and unscrambling unit, bottle counters showing daily and production-to-date totals, air cleaner where bottles are blown clean with dry high-pressure air, a stainless steel micro-filter through which pass inflowing spirits from the tank room, and a 44-stem bottle filling machine.

Bottles then come to automatic capping and body and neck label supplying machines. The single line now divides into two with bottles passing through a bank of four age and excise strip stamping machines.

Bottles are then separated into four lines just before they arrive at the automatic case-packing machine which fills the entire case at one drop. The empty case is, as before mentioned, the original shipping case.

The filled case then goes to a sealing machine where it is imprinted as to size and number of bottles.

Filled cases leaving the bottling lines are now ready for palletization. They are first conveyed automatically to a battery of specially designed vertical conveyors into which the filled cases are automatically loaded, two at a time.

These conveyors are equipped with shelves or carriers 30 in. apart, and as each is filled it indexes upwards bringing an empty carrier into position.

All palletization for storage in both the bonded warehouse and shipping is fully automatic and controlled electronically. The controlling electronic brain is a robot control panel, mounted upon the platform above the three palletizers.

Once the palletization pattern is set by the operator in the morning, according to the day's production schedule, the pattern is followed unerringly and automatically.

Cases from the correct accumulating conveyor line flow into the correct palletizer in just the right amounts at just the right time.

There are three palletizers with two of them working at a time and one held in reserve. Each one serves three accumulator conveyor lines, palletizing one line at a time, while cases are accumulating on the other two lines.

Each palletizer can palletize from 38 to 42 cases per minute. Loaded pallets are automatically discharged onto short floor-level conveyor lines. From there they are removed by lift truck. Two palletizers are employed in this operation at the one time, if necessary.

The remaining palletizer is used almost exclusively to palletize loads destined for direct delivery to the shipping room.

Loaded pallets from this palletizer are automatically discharged on a special roller conveyor which

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carries them to a vertical conveyor at the east end of the enclosed overpass. It connects the east warehousing area with the west warehousing and shipping area.

Storage capacity in the warehousing areas is 240,000 cases. The vertical conveyor lifts loaded pallets up to the overpass floor level where they are discharged onto one of two horizontal conveyor lines crossing the overpass.

At the west end, the shipping area end, the loaded pallet is automatically discharged upon another vertical conveyor, which lowers it to the shipping area floor. Here it is picked up by lift truck for storage or shipping.

Supervisory personnel in charge of warehousing and shipping area storage follow a storage pattern dictated by the type of goods to be stored, amounts of each, and ultimate destination—either Canadian, U.S., or foreign.

While the location of each type of goods is known to supervisory personnel, they nevertheless use diagrams of the bonded warehouse storage area and the shipping area storage. Series of wooden blocks are positioned on the diagrams. They show where each type of material is stored.

The Hiram Walker pallet is a two-tiered wooden pallet, about 6 in. high. The top and bottom tiers are divided by a solid partition.

The bottom tier has an open face for four-way entry of forks, similar to most pallets. This is the tier used for ordinary pallet movement throughout the plant.

A different operation is required for loading shipments into trucks or boxcars because the pallet does not go along with the shipment. This is why it is called a "take it or leave it" pallet.

The top platform of the pallet is a series of two by fours, laid horizontally and spaced just far enough apart to permit the multiple tines of the special fork truck to clear them, and when lifting the load off, to carry it into the transport.

Getting the forks from under the load in the transport is easy because lift trucks, used in loading shipments, are equipped with hydraulic push-bars. •

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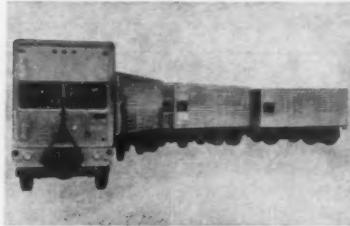
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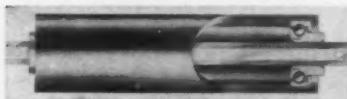
A truck that can be used as a unit, as a trailer, or as a train of trailers



for large loads is new from St. Louis Car Co. The Wolfwagon can be ordered in a variety of body styles, all with quick connect joints for brake and power systems. Write to the editor for details, asking for K30.

Plastic Conveyor Rollers

A roller with an outer covering of polyvinyl chloride plastic is made by Samuel Olson Manufacturing Co. The roller features bronze ballbearing support and stainless steel shafts. These units are primarily used as replace-



ments for steel rollers, but they can be adapted to other conveyor uses. Rollers range in length from 2 to 24 in. and are quieter than steel rollers. Write to the editor for more facts. Ask for J7.

Strapping Machine

The completely automatic strapping of any size package from 15 in. x 15 in. to 36 in. x 36 in. is the job done by American Viscose Corp.'s. new strapper. It uses any Avistrap rayon strapping from $\frac{1}{4}$ in. to $\frac{3}{4}$ in. This Model AVM-2 is 76-in. high and is



being marketed with a line of cutters, sealers, and dispensers for Avistrap strapping. Write to the editor for complete details. Ask for P9.

Vehicle Sling

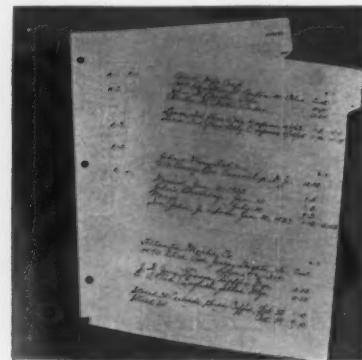
A line of vehicle loading safety slings is made by E. D. Bullard Co.



The sling illustrated above was designed to meet the rigid specifications of the Marine Corps. All of the fittings for attachment to the vehicle have been standardized. For more information on these safety slings, write to the editor. When writing, ask for P6.

Schedule Binder

A cross-index system to simplify scheduling is a part of this binder from Dawn Crafts Co. Indexed alphabetically, subjects which will require attention up to 20 years in the future can be noted. One notation will act as a reminder at the selected



time, each year. Write to the editor for additional information. When writing, mention P2.

Low-Weight Lift Truck

A new 2000-lb capacity electric forklift truck is being introduced by Baker Industrial Trucks. It has 59-in.



turning radius and a right angle stacking aisle dimension of 70%-in. plus the length of load. A standard 18-cell, 15-plate boottail battery provides 36 volts. The driver's seat is contoured of molded foam rubber. Its backrest is swivel type. A hand latch adjusts the seat. For more information, write asking for M73 to the editor.

and EQUIPMENT

Narrow Aisle Truck

A fork-lift truck by Towmotor operates in 7-ft 4-in. aisles. The front end mechanism pivots 90 deg left or right to pick up and stack big loads up to 18 ft. A hydraulically operated



outrigger stabilizes both truck and load during stacking operation. For more facts write to the editor about M58.

Freight-Car Liner

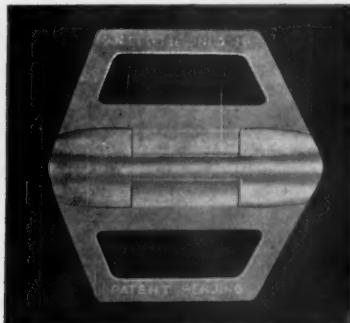
An all steel paneling system for freight cars has been introduced by National Steel Corp. Because of cost and weight factors, steel had not been widely used in this field. Columbium steel, however, saves the user 525 lb per car and has a minimum yield



strength of 50,000 psi. End-wall panels of columbium require only the superstructure for installation thereby cutting costs by almost 40 per cent. Write to the editor for information about this cost-cutting system. Ask for G12.

Plastic Angle Protector

A newly designed plastic angle protector is being placed on the market by Buffalo Machinery Co., Inc. These protectors are resistant to low and high temperatures. The rectangular opening in each leg provides a meth-



od for lacing the angle on the steel strapping before mounting it on the material to be banded. This is a one man operation in many instances. The lugs on the lateral ridges prevent band slippage. For more facts write to the editor about M68.

Car Desk

Mishek Supply Co. is marketing a car desk, designed to fit all cars, trucks, and station wagons. Writing surface measures 12 x 20 in. It can hold a typewriter. When folded it occupies less than 2 x 12 in. of front seat space. The writing surface comes



in masonite and plastic. A clip for holding papers is optional. For further information write to the editor about M47.

Dock Door Shelter

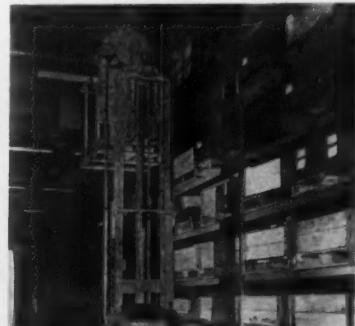
A retractable dock door shelter for use where loading docks are not protected from the elements is made by Dazzo Products, Inc. Heavy-duty con-



struction allows repeated exposure to the elements without damage. It can be folded against outside wall or made to fit flush with wall if conditions permit. Write to the editor for additional information. Ask about P17.

Electric Truck

The Raymond Corp. introduces an electric truck that enables one man to do many jobs. A second set of controls located on the elevating carriage allows the truck driver to leave his operating station, step onto the



elevating platform, and elevate himself to any height necessary to work in the higher areas. Power steering enables him to move the truck while it is elevated. When the platform controls are not in use the truck can be used in normal pallet handling operations. Write to the editor about M43.

DISTRIBUTION AIDS

Exhibit Moving Service

The Aero Mayflower Transit Co. has published an illustrated booklet that describes several major displays and exhibits that have been handled successfully by the company under its special exhibit moving service. It will be of interest to persons entrusted with shipping valuable and complex displays and with planning exacting schedules for touring exhibits. For the booklet write to the editor for M28.

Rigid Packaging

A new, color brochure describing rigid urethane packaging is offered by H. E. Werner, Inc. The brochure illustrates and describes moisture-proof qualities of the urethane packaging, its insulating value for products that are shipped under close temperature control, and its resistance to shock. For your copy of the brochure write to the editor for M29.

Materials Handling Equipment

A new catalog covering the complete line of fork trucks, powered hand trucks, straddle carriers, towing tractors, attachments, and container handling equipment has been issued by the Clark Equipment Co. The catalog contains tables giving information on each machine: capacity, turning radius, overall length and width, standard fork length, height, and service weight. For more information write to the editor for M10.

Warehouse Scales

Fairbanks, Morse and Co. has issued literature on warehouse scales, overhead track scales, and stock scales. The three brochures describe the three types of scales in detail with pictures, photographs, and drawings of the various features. These include a weight recorder that gives a permanent printed record, including copies; single or crippled animal scale; and many other structural features. For more information write to the editor for M8.

Vibrator Information

A unique hopper-car vibrator is described in a 42-page booklet from Martin Engineering Co. The vibrator described in the booklet is unique in that it will attach to any rigid angle and requires no outside power source. With an unbalance force of 6600 lb at 3000 rpm, the Vibrolator can unload such difficult materials as wet sand, coal, and gravel. Total weight of 77 lb makes this unit ideal for remote location work. A gasoline engine is the power supply. Write to the editor for a copy of this booklet. Ask for N16.

Winch Information

General Electric's Direct Current Motor and Generator Department has a report on its line of cargo winches for marine use. The report deals with GE Maxspeed drives. Power, control, safety, size, and design factors are explained separately and completely. Cargo ship hulls made by America's leading builders are shown in silhouette along with production figures. For your copy, write to the editor, asking about N8.

Car Handling Systems

McNally Pittsburgh Manufacturing Corp. has a bulletin describing the various systems of handling railroad cars for loading material such as rock, gravel, coal, etc. Photographs, dimensions, drawings, and other specifications give a complete description of the automatic loading systems, car hauls, and car retarders. Write to the editor for more facts. Ask for M9.

Refrigeration Units

A folder issued by Thermo King Corp. lists a line of truck and trailer refrigeration units. It also discusses the company's coast-to-coast service and engineering facilities through words and pictures. It comments on types of units and motor carrier refrigeration systems. Selection of a unit is also discussed. For your copy of the folder write to the editor. Ask for M7.

Pourable Sealing Compound

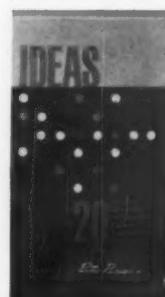
An illustrated catalog offered by The Monroe Co., Inc., describes the advantages and uses of the pourable sealing compound for sealing cracks and expansion joints permanently from damaging elements. For your copy of the catalog on the use of this ductile material write to the editor for M4.

Horizontal Power Conveyors

The Rapids-Standard Co., Inc., has issued a two-color bulletin describing its five types of horizontal power conveyors. Photographs show conveyors in wheel and roller models, live-roller conveyors, belt-on-roller conveyors, table conveyors, and turntables. Specifications for turntables cover diameters, speeds, and horsepower requirements. Write to the editor for M16.

Fork-Lift Facts

A new combustion chamber, trunnion axle, and an automatic transmission are a few of the features described in the brochure on the Allis-Chalmers F30 fork-lift truck. These and other features of this series are explained and illustrated individually. Diagrams, charts, and artwork augment typed portions. Write to the editor for a copy of N11.



Packaging Ideas

An idea booklet for management use in increasing efficiency of packaging and shipping is offered by Better Packages, Inc. The 16 page illustrated booklet has chapters on safety, savings, protection, maintenance, and new packaging and shipping techniques. In all, there are 20 proven methods for improvement. Write to the editor for your copy. Ask for N13.

Rider-Truck Facts

Harlo Products Corp. has issued literature on its 1200-lb capacity truck. The truck utilizes hydraulics for its drive and lift power with an instant reverse feature and clutchless operation. Single lever control and frictionless braking make this truck versatile and maneuverable. Write to the editor for a copy of this informative pamphlet. When writing, mention N23.

Wire Wrap Tools

An illustrated brochure is offered by Gardner-Denver Co. showing its line of manually operating wire wrap tools that can be used for quick wrap up wiring jobs. The brochure shows the cutting and skinning attachment available for stripping and cutting wire to the right length. Write to the editor for M31.

Closed Circuit TV

Literature explaining the uses of closed circuit television in industry is available from Fairbanks-Morse. The brochure explains advantages of this system in transportation, distribution, dispatching, and security. Cameras and receivers for specialized services are discussed. Write to the editor for a copy of N21.

Fork-Lift Manual

Hyster Co. has recently published a cartoon-style manual for fork-lift operators. The manual covers every phase of driving and operating a fork-lift truck. Pallets and pallet styles are explained and illustrated. Plans for company-sponsored training are outlined. Write to the editor for your copy. Ask for N6.

Delaware Port Map

The Delaware River Port Authority offers a map of the Port of Philadelphia and surrounding area. The map is detailed with cities, turnpikes, rail routes, pier locations, and channel information. It is colored to improve readability. Write to the editor for copy. Ask for N3.

Warehouse Directory

The 1962 warehouse directory of Distribution Service, Inc., is now available. The 32-page directory contains complete information on facilities and service of 42 member warehouses across the nation. Write to the editor for a copy. Ask for N29.

Heavyweight Lift Truck



The Monarch series of high-capacity lift trucks from Towmotor Corp. is displayed in a 24-page booklet. These trucks range in capacity from 10,000 to 24,000 lb. and can be powered by gasoline, LP gas, or diesel engines. All models of this group feature unit construction. Write to the editor requesting a copy of N24.

Utility Truck Catalog

Lahey Spring and Electric Car Corp. makes a line of material and personnel handling electric trucks. They are illustrated in a 12-page full color catalog. Special duty trucks include police patrol, nine-passenger tour truck, ambulance, and freight models. Attachments available are surrey top, all weather top, freight canopy, and a variety of trailers. There are fork trucks in this catalog specifically for regular materials handling use. Write to the editor for a copy of this catalog. When writing, mention N20.

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Sea/Air Shipping Study

The results of a recent study by Bruce Payne and Associates, management consultants, concerning the relative merits of sea and air shipping are complete. They have been made into a report issued by the sponsor of the survey, Pan American World Airways. Twenty large American companies were chosen as test subjects because of the variety of goods shipped and distance of destinations. Write to the editor for a copy of N2.

BOOK

Comprehensive guides to the safe handling, storage, transportation, and processing of nuclear materials are contained in two Atomic Energy Commission reports.

The first report deals with safety in handling nuclear materials. Radiation detection equipment is explained. Radiation safety limits for units and groups of units are included in this report. Chemical and metallurgical problems in connection with radiation are discussed.

The second report is a collection of data on critical conditions for fissionable materials. Alloys with fissionable parts, and interaction of fissionable units are included in a general discussion of interaction with pure metals as well as alloys. These reports are available from the Office of Technical Services, U. S. Department of Commerce, Washington 25, D. C. They are: Nuclear Safety Guide, price \$.50, and Handbook of Nuclear Safety, price \$2.75.

New York Port Story

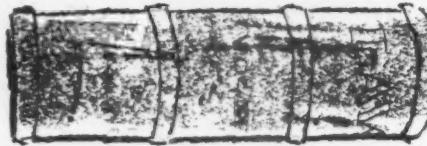
Information on the Port of New York World Trade Center that is now proposed is contained in an illustrated leaflet. There will be nine separate structures on a 16-acre site in lower Manhattan. Offices for world trade organizations and connected businesses will be centralized in ultra-modern buildings. For an interesting look into the future of world trade, write to the editor for a copy of the leaflet. Ask for N9.

Handling Equipment Catalog

FMC Corp. has compiled a catalog showing its line of general materials handling equipment. The 20-page catalog shows many machines as integrated parts of systems handling products from baby food to cement. The component parts of the machinery are labeled and, for the prospective buyer, flow diagrams and possible floor plans are included. Write to the editor for a copy of the catalog. Ask for N15.

within the LAW

By Leo T. Parker
Legal Consultant,
Distribution Age



TRANSPORTATION

Has there been any modification of the law which checks carrier liability limitation?

I explained in a previous article that under usual circumstances a carrier cannot limit its liability for lost, damaged, or destroyed merchandise unless among other things the shipper receives the bill of lading containing the limitation clause, before the transportation begins and the shipper is given an opportunity to decide whether or not for a reduced freight rate the carrier's liability will be limited.

Now, a new higher court decision importantly modifies this usual rule of law.

For example, in *H— v. N— V— L—, Inc.*, 350 Fed. (2d) 864, it was shown that a man named *H—* was transferred by his employer, the *B— A— Co.*, from Cocos Beach, Fla., to a point in California. The *B— A— Co.* agreed to pay transportation charges for moving *H—*'s household goods. The *B— A— Co.* was familiar with the carrier's tariff and with its bill of lading, and it wrote to the carrier: "Do not insure, as the shipment will be covered by our blanket policy."

The carrier issued a bill of lading which carried the statement that:

"Unless a Different Value Is Declared, the Shipper Hereby Releases the Value to 30 cents per lb for Each Article." It was not signed by either *N— V— L—, Inc.* or the *B— A— Co.* The bill of lading was mailed to the *B— A— Co.* with the invoice for the shipping charges. *B—* paid the transportation charges in the sum of \$1,218.89, being at the rate based on the limitation of liability to .30 a lb.

The household goods were destroyed while in transit. *H—* sued the carrier for full value of his destroyed goods amounting to \$1,702.06. The lower court held that the carrier's li-

ability was limited to a value of .30 a lb, and entered a judgment for \$70.20.

H— appealed to the higher court and proved that he never had any dealings with the carrier, other than pointing out just what was to be shipped and that he left with his family before the packing was completed, and without any knowledge as to rates or limitation of liability. He did not see the bill of lading until it was produced in court on the morning of the trial, and had never agreed to its terms.

Nevertheless, the higher court sustained the lower court's decision that *H—* could recover only \$70.20 for his destroyed household goods having a value of \$1,702.06. This court said:

"The *B— A— Co.* knew that the carrier's tariff, for which it contracted was based on a limitation of liability to .30 a lb for each article; it knew that it could contract without such a limitation, but chose to accept the limitation and to carry its own insurance. Its letter to the carrier, saying 'Do not insure, as the shipment will be covered by our blanket policy,' was an agreement, in writing, to accept the known limitation of liability, as was the bill of lading. The judgment for \$70.20, entered in accordance with the limitation of liability to thirty cents a pound, is affirmed."

This higher court also held that *H—* was responsible for the transportation contract made by the *B— A— Co.* In this respect, the court said:

"*B—* was, beyond question, the agent of the shipper (*H—*) in selecting the carrier and in negotiating the terms of carriage, and in paying for the same."

A review of late and leading higher court decisions discloses important law, as follows: A motor carrier in interstate commerce may limit its liability for lost or destroyed merchandise but only when it does so in compliance with an interstate commerce commission order authorizing special rates, dependent upon either

a declaration of value by the shipper or his agent in writing, or a released value in writing. In other words, any limitation of liability must be brought to the attention of the shipper and a choice given to the shipper to make the shipment with, or without, the limitation of liability.

Must carriers pay for damaged goods if negligence is not proved?

A few weeks ago a higher court held a common carrier not liable for damage to shipped merchandise. The consignee failed to prove that negligence of the carrier contributed to the damage, or that the damage resulted from natural causes.

For instance, in *H— M— C— v. C— and N— W— R— C—*, 277 Fed. (2d) 652, the testimony showed that certain steel sheets were in good condition at the time of delivery to the common carrier. When they arrived at destination they were rusted and otherwise damaged.

In subsequent litigation, the higher court refused to hold the carrier liable for damage to the steel sheets. It said that the burden was on the consignee to establish that some negligence of the carrier concurred in or contributed to the damage. Where no such proof was made, the carrier could not be held liable.

This court went on to say that since rust damage to the steel sheets occurred solely by operation of natural laws upon the steel, that is the natural tendency of steel to rust from moisture caused by condensation due to temperature changes, the carrier could not be held liable for such damage.

WAREHOUSING

Who has burden of proof where stored goods are destroyed?

In *H— v. U— S— D—*

C—, 159 N. E. (2d) 58, the court held that where the owner of stored goods proves that his goods were received in good condition by the warehouseman and were not returned on demand, a *prima facie* case of negligence against the warehouseman has been made out. Thus the warehouseman must show that the loss or damage was caused without his fault. This court said:

"It is agreed that the relation between the parties was that of bailor and bailee. Within this relation, the depositary for hire (warehouseman) was bound to exercise ordinary care and diligence in the preservation of the plaintiff's property. Ordinary care in such cases has been defined to be such care as prudent men take of their own property; and ordinary diligence, as men of common prudence usually exercise about their own affairs."

How much care must be used in storing commodities?

In *T— v. U— S—*, 271 Fed. Rep. (2d) 521, the court held that the interest of the public is affected by storage of grain and other commodities in warehouses. Hence, such warehousemen are subject to reasonable regulations by state laws. Moreover, such laws are not rendered invalid because the warehousemen are required to furnish bonds conditioned

upon compliance with these reasonable state laws.

In *C— v. G—*, 177 F. Supp. 869, the court held that a warehouseman must use the same degree of care to safeguard stored goods as would be used by a careful owner of similar merchandise under the identical circumstances.

What liability does a warehouseman assume in allowing a rail spur on his land?

If the warehouse company agrees to share equally with the railroad subsequent damage liability for injuries to persons on the track and platform, the warehouse company will be partially liable for injuries to the railroad company's employees.

For illustration, in *C— v. C— G— R— C—*, 279 Fed. Rep. (2d) 777, the testimony showed these important facts: A railroad built a spur track along a platform of a warehouse in accordance with a written agreement. One day during a switching movement, one of the train crew, J—, a switchman, was required to alight from the side of a car. As he stepped on to the warehouse company's platform he slipped on cabbage leaves, vegetable leaves, water and ice, left there by the warehouse company's employees. J— was seriously injured. He sued the railroad for damages. He was awarded \$8000 damages. Then the railroad company sued the warehouse company.

It is interesting to observe that the higher court held that the warehouse

company must pay to the railroad company one-half of the \$8000. There was a clause in the contract between the railroad company and the warehouse company to the effect that if any claim for liability arose from the joint or concurring negligence of the parties, it would be borne equally by them.

Will all state laws affecting warehousemen be interpreted generally?

For example, see *A— I— C— v. B— B— W—*, 260 Fed. (2d) 839. Testimony showed that a state law imposed certain obligations on tobacco warehousemen to provide fire insurance to protect its bailors and owners of merchandise.

In subsequent litigation, the higher court construed this state law to include both tobacco auction warehouses and ordinary storage warehouses. It said that the statutory definition of "tobacco warehouses" contemplates not only the function of storing, but also that of selling.

This higher court went on to explain that under certain circumstances a tax law of this nature is valid. However, it must place a reasonable burden on interstate commerce in due consideration for protection given by the state. An example would be a tax levied as compensation for the use of highways or in lieu of an ad valorem property tax, or a tax which is a fee for inspections.

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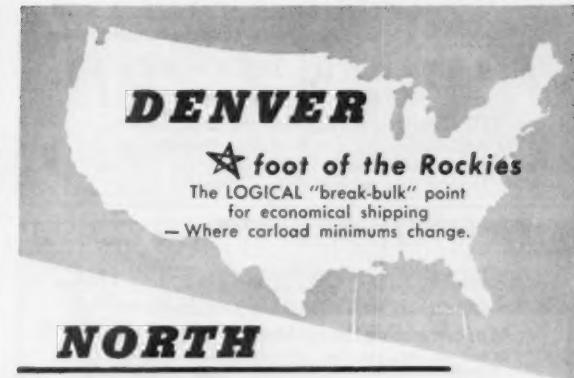
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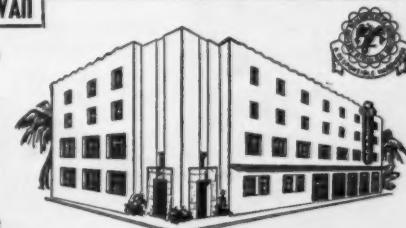
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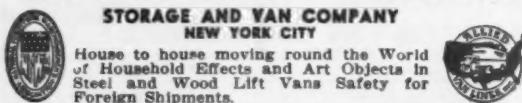
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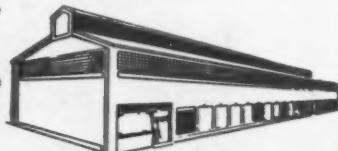
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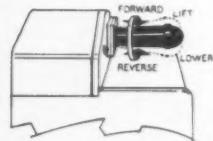
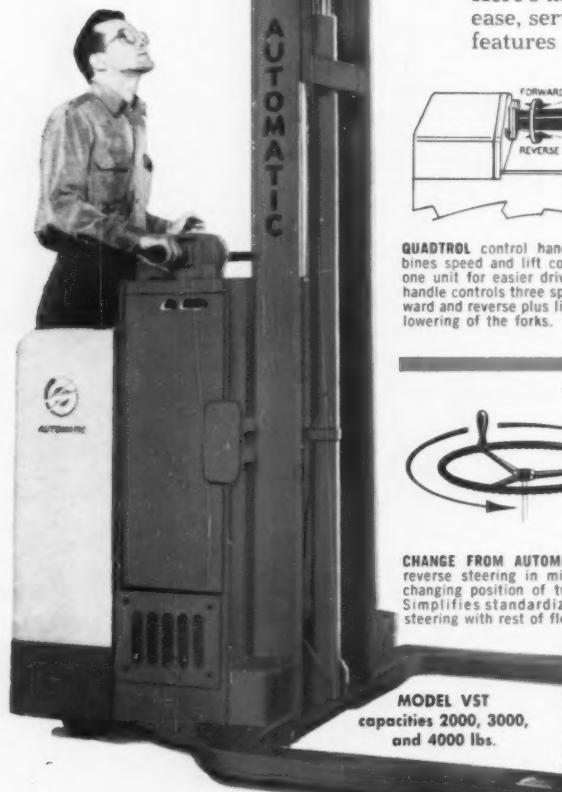
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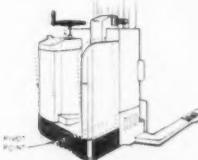
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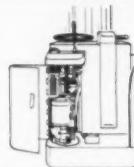
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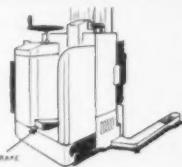
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